

**VENDOR SELECTION DECISION PROCESS IN RETAIL BUYING:
DETERMINING RELATIVE WEIGHTS OF VENDOR SELECTION CRITERIA BY
USING ANALYTIC HIERARCHY PROCESS IN TURKISH RETAIL MARKET**

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Department : Management Engineering

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JUNE 2009

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**PERAKENDE SATINALMASINDA TEDARİKÇİ SEÇİMİ KARAR SÜRECİ:
ANALİTİK HİYERARŞİ SÜRECİ YAKLAŞIMI İLE TÜRK PERAKENDE
SEKTÖRÜNDE TEDARİKÇİ SEÇİM KRİTER AĞIRLIKLARININ TESPİT
EDİLMESİ**

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FOREWORD

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Bayram Gökhan Yegin
Management Engineer

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THE LIST OF SYMBOLS

a_{ij}	The importance of compared elements according to each other
W	Weight vector
W_i	Weight for criteria i

THE LIST OF ABBREVIATION

TUIK	: Turkish Statistical Institute
ITO	: Istanbul Chamber Of Commerce
COD	: Cash On Delivery
SCM	: Supply Chain Management
CRM	: Customer Relationship Management
EPOS	: Electronic Point Of Sale
AHP	: Analytic Hierarchy Process
ANP	: Analytic Network Process
TCO	: Total Cost Ownership
AHP-FLP	: Analytic Hierarchy Process Weighted Fuzzy Linear Programming Model
CR	: Consistency Ratio
AMPD	: Trade Council of Shopping Centers and Retailers
MOQ	: Minimum Order Quantity
CI	: Consistency Index
RI	: Random Consistency Index

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SUMMARY

The main purpose of this research was to develop a hierarchical structure of supplier selection criteria in Turkish retail market. The following three specific questions were addressed. What are the key factors having impact on the retail buying decision process while selecting the most appropriate supplier? What type of a hierarchy between the criteria of the retail buying decision exists? What is the relative importance of the criteria?

The literature was deeply analyzed and by the help of in-depth and telephone interviews, the criteria are derived. By the help of literature and telephone interviews and hierarchical model of the selecting the most appropriate supplier is structured. In order to compare the criteria, that are grouped in the model, among each other; a questionnaire which enables the respondent to make a paired comparison was built. Questionnaires that are evaluated from the retail buyers who work in Turkish retail market was analyzed with a computer software which used Analytic Hierarchy Process (AHP) method in order to determine the relative importance of the criteria that are derived and structured as hierarchical model.

According to the overall priorities the comparison between first hierarchical level shows that "Product" has importance weight 0.47 followed by "Supplier Business Characteristics" with a weight 0.16, "Retailer Business Policies" with a weight 0.14, "Information sources" with a weight 0.13 and "Market Characteristics in Supplier and Retailer Trading Area" with an importance weight 0.10 . These results show that Product characteristic is 3 times more important than the other criteria. According to the judgments of retail buyers from different retail types shows that each retail type has chosen different criteria as the most important.

The most important limitation of this research is the low response rate. It is also mentioned that this research can be considered as a start point for the future researches. This research has several managerial implications for both retailers and suppliers considering its results and model.

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ÖZET

Bu çalışmanın ana amacı Türk Perakende sektöründe tedarikçi seçimi karar sürecinin hiyerarşik yapısının oluşturulmasıdır. Bu amaç doğrultusunda 3 adet araştırma sorusu oluşturulmuştur: Türk Perakende sektöründe en uygun tedarikçi seçimi karar sürecine etki eden anahtar kriterler nelerdir? Perakende satınalma karar süreci kriterleri arasında nasıl bir hiyerarşik yapı bulunmaktadır? Bu kriterlerin öncelik ağırlıkları nelerdir?

Literatür yoğun bir şekilde araştırılmış, telefon ve derinlemesine mülakatlarla kriterler ortaya çıkarılmıştır. Ortaya çıkarılan kriterler literatür desteği ve derinlemesine, telefon mülakatları yardımı gruplandırılarak en uygun tedarikçi seçiminin hiyerarşik karar modeli oluşturulmuştur. Modelde yer alan gruplandırılmış kriterlerin kendi aralarında ikili karşılaştırılmasına olanak tanıyan bir anket oluşturulmuştur. Türk perakende sektöründe çalışan satınalmacılar tarafından değerlendirilen anketler Analitik Hiyerarşi Süreci (AHS) yaklaşımı kullanan bir bilgisayar programı yardımı ile analiz edilmiş ve kriterlerin göreceli ağırlıkları ortaya çıkarılmıştır.

İlk seviye kriterlerinin karşılaştırma analizi sonrasında “Ürün” 1 üzerinden 0.47 önem derecesinde değerlendirilmiştir. Bu kriteri “Tedarikçi karakteristiği” 0.16 , “Perakendeci Politikaları” 0.13, “Bilgi kaynakları” 0.13 ve “hem tedarikçinin hem de perakendecinin faaliyet gösterdiği ülkedeki ekonomik ve gümrük durumları” ise 0.10 ağırlıklarla takip etmiştir. Bu sonuçlar göstermiştir ki Ürün en yakın kriterden 3 kat daha önemlidir ve satınalma kararına etki eden en önemli kriter olarak seçilmiştir. Farklı mağaza tiplerinde çalışan satınalmacıların kararlarına bakıldığında ise farklı kriterlerin en önemli olarak değerlendirildiği görülmektedir.

Anketlerin düşük cevaplanma oranı, bu çalışmanın en önemli kısıtını oluşturmuştur. Bu çalışmayı baz alarak, farklı gelecek çalışmaların yapılabileceği ayrıca belirtilmiştir. Bu çalışma gerek geliştirdiği model gerekse ulaştığı sonuçlar itibari ile hem perakende firmalarında hem de tedarikçi firmalarda bir uygulama olarak tavsiye edilebilir.

1 INTRODUCTION

As competition in retail environment grew, as new retailing forms entered the market, as growing productive facilities demand more from marketing agencies, as costumer behavior differentiated, the complexities of buying for retail increased. Fashion cycles became shorter, so it makes the meeting customer demand much more complicated. Usage of new materials in products increased the need of technical understanding. Analytical approaches and formalized controls began to appear. Analysis of situation and function began to result in an organized body of literature. More and more business firms have considered buyer-supplier relationships as a critical part of supply chain management (SCM) (Ellram et al., 1999).

Johnston and Lewin (1996) stated that the buyer-supplier relationships become increasingly important in higher risk purchase situations, and indicate that building a relationship with a reliable supplier helps reduce the perceived uncertainty and risk.

Industrial buying is analyzed extensively by literature; however, retail buyers' decision process stays unknown or a bit known (Wagner et al., 1989). The need for more research about the retail buying is obvious because selling becomes as important as production and the retailers are the selling points of the manufactured products which are bought from manufacturers. The success of the retail buying is measured by the selecting of the appropriate vendor who can satisfy the needs and wants of the customers and company (Wagner et al., 1989).

1.1 Retail Buying Issues in Retail

According to the Fairhurst and Fiorito (1990), the definition of the retail buying is "The decision-making process used by the buyer to discover, evaluate, and select merchandise for resale to the final consumer". In literature, most of the researchers studied the industrial buying and neglected the retail buying; because of this, there are not too much models about the retail buyer's decision process. Although in literature, it is suggested that there are similarities between industrial buying and retail buying, there are also important differences. For example, while the industrial buyers are looking for the procurement of the merchandise that is needed for the

production, retail buyers' primary responsibility is the selection of the merchandise for private customers. Industrial buyer selects parts or components and they don't always think to resale; however, retail buyers select finished products and their priority is to sell these profitably. Retail buying can be defined as the decision-making process used by the buyer to discover, evaluate, and select merchandise for resale to the final consumer. Beside this, retail buying is decided only by retail buyer although he gets limited help from others; on the other hand, industrial buying is made either jointly and autonomously (Fairhurst and Fiorito, 1990). The cooperation of the producer and retailer changes, the importance of the wholesalers decreases because the producer starts to sell the goods direct to the retailer. Hansen and Skytte (1998) defined the characteristic of the retail buying as follows:

- Retailers add the shopping experience to the product during the process of selling it to the customers after the buying of finished products.
- The responsibility of the retail buyer is not limited with the controlling of the costs of the products bought but also they should control the revenue that the products bring.
- Marketing, logistics and merchandising departments influence the retail buying procession the other hand, industrial buying is decided by engineers and production people.
- Retail buying associations that let the retailers to be a member, sometimes limit the retailers to choose some suppliers
- The importance of the private label brands are increasing, because of this retailers are much more participate in product development, sales forecasting, market analysis and this type processes that affect the success of the private label brand.
- There are differences between the decision tools that are used by retail and industrial. The main reason for that is the development of the information technology.

There should be cooperation between supplier and buyer in order to meet the expectations and demands of competitive economy and retail industry also a successful cooperation needs understanding of each other problems and honest trading (Dandeo et al., 2004). According to the traditional thought, manufacturers produce the goods or suppliers supply the goods and retailers sell; however, both manufacturer or supplier and retailer have same responsibilities to make the best final offer to consumers (Park, 2004).

1.2 An Overview of Turkish Retail Market

At the end of 2007, with the 150 billion dollar turnover retail sector is the fourth sector after the energy, education and health. It is estimated that the retail sector's turnover will be 199 billion dollar by the end of 2010. Turkish Retail Sector is the 7th biggest in Europe and 10th biggest in the world among the retail sectors. Turkey is the 5th biggest European Country according to the Food Expenses and 8th biggest according to the other expenses except food. Organized retail reached a 57 billion dollar turnover at the end of 2007 and this number correspond with 38 percent of the sector turnover, on the other hand traditional retail reached 93 billion turnovers and this number corresponds with 62 percent of the sector turnover. Food retail correspond 53, 3 percent with 80 billion dollar turnover. Organized food retail correspond 14,6 percent of total retail sector , 38,5 percent of organized retail and 27,5 percent of total food retail with 22 billion dollar turnover. At the end of 2007, 16 million square meters is devoted to the organized retail sector for shopping centers. After the eleven months of 2008 with the continuous investments this number reached to seventeen thousand five hundred square meters. Change in retail sector may be monitored by the food retail numbers. Traditional retail showed recession during the economical crisis and high inflation period. 2001 is the period in which the number of the grocery stores decreased sharply. The decrease of the inflation and ensuring the price stability eliminate the unproductive businesses in traditional retail sector.

The traditional retail sector regressed after 2000 in a natural process; however, it has a high proportion in the market today. As an important part of Turkish traditional retail sector, each week on an average 4000 bazaars are settled in city centers, daily this number is 570, the town and village numbers are not included to this number. As estimation, each of these bazaars has a turnover as much as a hypermarket. This type of retail is excused from the tax. Organized retail sector differs from the traditional retail sector in means of volume and characteristics. The difference between the traditional and organized retail sector in terms of the price level and price ranges show that, the organized retail has a price policy that consider the rights of consumer. According to the reports of TUIK(Turkish Statistical Institute) and ITO(Istanbul chamber of commerce), in 2008 June, although the inflation rate in Istanbul decreased by 1,86 point ,General inflation in Turkey increased by 0,58 point. The 2, 44 point difference is explained as the competition between organized retailers decreased the prices (AMPD, 2009). The Turkish Retail

Sector indicators are researched by the “Institution of Retailers and Shopping Malls (AMPD) “which can be seen in Table 1.1.

Table 1.1: Turkish retail sector indicators

	2006			2007		
	Billion Dollar			Billion Dollar		
Total Turnover	136,9			150,0		
Traditional Retail	88,9	65%		93,0	62%	
Organized Retail	48,0	35%		57,0	38%	
Food Retail	72,3	52,80%	100%	80,0	53,30%	100%
Traditional Food Retail	56,3	41,10%	77,80%	58,0	38,70%	72,50%
Organized Food Retail	16,0	11,70%	22,20%	22,0	14,60%	27,50%
Retail except food retail	64,6	47,20%	100%	70,0	46,70%	100%
Traditional Retail except food retail	32,6	23,80%	50,50%	35,0	23,35%	50%
Organized Retail except food retail	32,0	23,40%	49,50%	35,0	23,35%	50%
Total Employment	2.500.000			2.800.000		
Traditional Retail	2.200.000			2.440.000		
Organized Retail	300.000			360.000		

These numbers prove that there is a good opportunity to make the future of retail in Turkey much more organized and scientific and in order to do that Turkish retail literature should be rich enough. This and this kind of studies will help to build a rich retail literature in Turkey.

1.3 Supplier& Buyer Relations in Retail Market

In retail buying the relation between the supplier and the buyer is the most important point of the cooperation because all processes are going through these elements. Both buyer and supplier are dependent to each other in order to achieve their short

term or long term targets. The retailers are dependent to the suppliers because they can provide popular name brand products or popular fashion products to take the attentions of the customers to the stores. The suppliers are dependent to the retailer buyer who will help the supplier to market its products and expand their markets and also steer suppliers to innovate the products in means of customer preferences (Buchanan, 1992; Kasulis, 1999). This mutual dependence lead to cooperation and the success of the cooperation depends on the performance of both supplier and retail buyer. In order to measure the success of retail buyers, some criteria which measure the ability of providing the right merchandise, at the right time, for the right price, and in the right quantity should be checked. It can be called that, the retail buyers are in a unique position in the distribution channel in that they serve as a connection between manufacturers and consumers and must listen to and work with both in order to be successful .Thus, establishing and maintaining a good relationship with their vendors is of dominant importance to retail buyers (Arbuthnot, 1997).

1.4 Research Questions and Objectives of the Study

Though some studies that are about vendor selection by retail buyers have been carried out, these are limited to self a report that was organized by asking buyers to write down the criteria which they use during vendor selection. There are some previous researches that are about the vendor selection. For example Hirschman (1981) studied the vendor selection that differs between chain-store buyers and department store buyers. In this study buyers stated manufacturer's reputation, brand name, price, manufacturer's size, selling history, quality of merchandise, innovativeness, and marketability as vendor selection criteria in which price and innovativeness and price is more important for department store buyers and quality, manufacturer's size, selling history and merchandise marketability are important for chain-store buyers. Hirschman and Mazursky (1982) extend the study of the Hirschman's study and traditional, chain and discount department stores were compared, as a result of this study, they found only few differences between the decisions of buyers. Another research was studied by Francis and Brown (1985-1986) that was a comparison of the apparel and appliance buyers. At the end of the study product quality, delivery was the common criteria for both department buyers .Previous studies showed us, although there are slight differences between the different department buyers, some criteria are common for all buyers. Many other studies about buying decision were done and factors are identified, however

researchers did not attempt to rank the relative importance of these factors. (McGoldrick and Douglas, 1983) The performance of the retail buyer is very important on the retailer's profitability, because of this understanding the criteria that affect and shape the buyer's decision making process is very important (Fairhurst and Fiorito, 1990).

Studies, up to now, are researches about the different parts of vendor selection in retail; however, these studies are not extensive enough to include all the parts of retail buying. Because a retail buyer is a person who has the best knowledge about the products that are selling in the store, all the processes that are related to the product automatically become related to the buyer. Because of this, in order to relieve the criteria that affects the buying decision process of retail buyers; the extensive literature of the retail buying should be studied. To address the gaps in the existing vendor selection literature, some important questions are considered in this research as follows.

- In competitive retail market, what are the key factors having impact on the retail buying decision process while selecting the most appropriate supplier?
- What type of a hierarchy between the criteria of the retail buying decision does exist?
- What are the relative importances of the criteria that are derived?

Given these questions, the major objectives of this research are:

- To study the retail buying literature extensively and relieve the criteria in literature that guides the retail buyers to give right decisions.
- To create a model that shows the hierarchical structure of the criteria that are considered by retail buyer during the buying decision process by the help of the literature and depth interviews with the professionals who are working in the retail market.
- To identify the weights of the criteria by using the Analytical Hierarchy Process (AHP).

2 LITERATURE REVIEW ABOUT BUYER DECISION PROCESS

2.1 Introduction

Retail buyer decision process does not only depend on the buyer. There are several factors that affect this process. There is not too much research about the understanding of this process. Sheth (1981) analyzed the theory of merchandise buying behavior and created a model to explain this behavior as the model is shown in the figure 2.1.

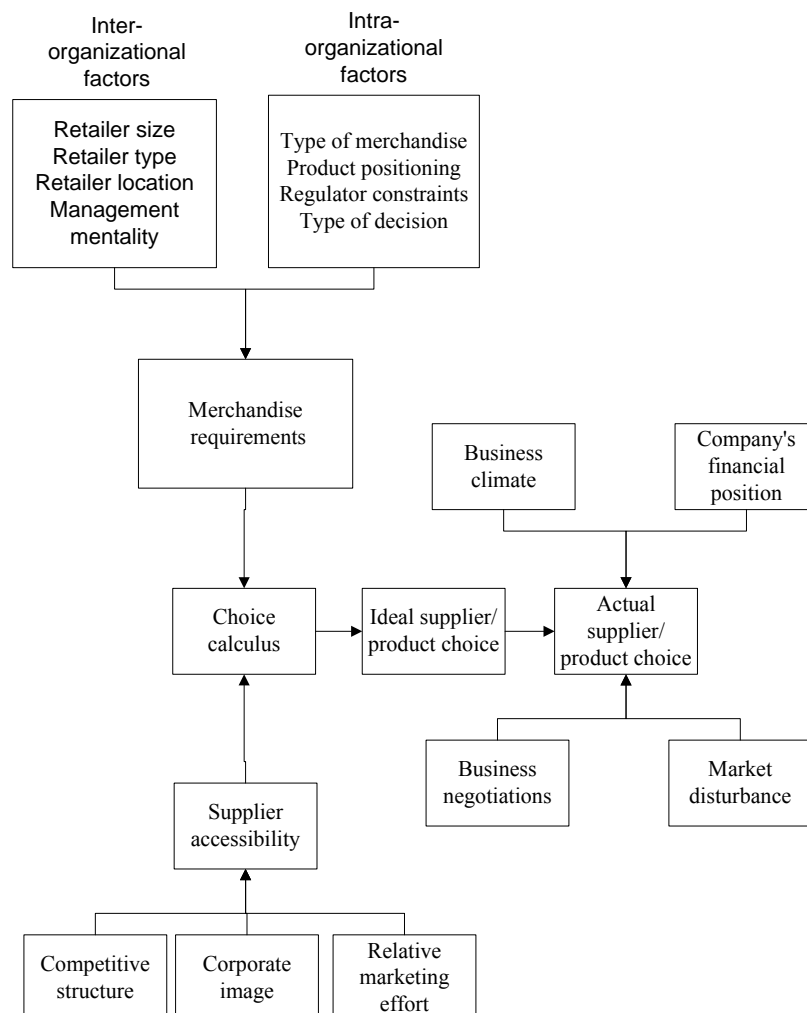


Figure 2.1 : Sheth's model of theory of merchandise buying behavior.

In literature Sheth's model was taken as a basic model and researchers tried to build new models by modifying this model because of the changing marketing

necessities. One of these models is the model in Figure 2.2 that was constructed by Hansen and Skytte (1998).

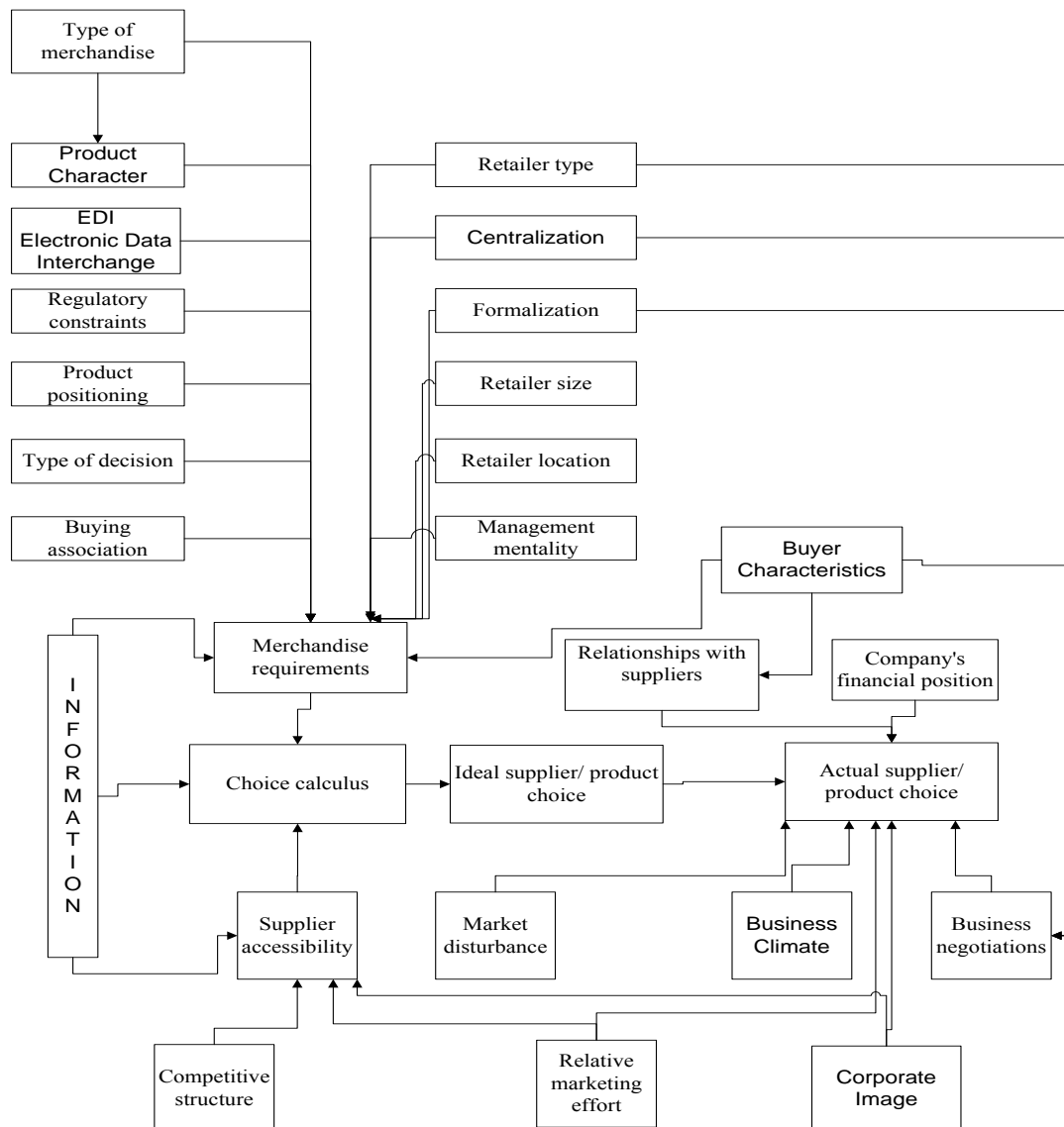


Figure 2.2 : Theory of merchandise buying behavior- revised

Both of the models are enough to show the complexity of the retailer buying behavior. In order to understand buying decision process clearly, the steps of this process is analyzed in this research.

2.2 Organization of Buying

2.2.1 Research about buying function in retail

Buying for retail should be defined as buying for resale so the main reason for buying in retail is selling the bought items to the consumers; it means that at the end of this cycle there are customers. Considering the customer demands; where, when and how to buy to resale is a huge complex. After these shipments, receiving, checking, pricing, storing, choosing the final selling location, selecting the correct marketing media, CRM (Customer Relationship Management) is another huge complex. By these huge complexes, it is obvious that retail environment need professional buyers. Retail buyer is the person who makes decisions in retail buying (Kline and Wagner, 1994). Although buyers are the ones who make the decision, they should explain them to the management of the retailer (McGoldrick and Douglas, 1983). This shows that buyers should consider the retailer's policies during the buying process because their decisions should conform to the policies that management had created because of this buying is the responsibility of all the organization. A professional buyer should estimate the customer requirements, buy the products and making them available when and where wanted and motivate costumers to buy the products that are made available to them (Wingate and Friedlander, 1963).

The responsibility of merchandising in retail is allocated to the buyers and merchandise managers, but the degree of the responsibility is varied. Although the final selection is made by management committee, the degree of the authority often belongs to the buyer. Buyers' work consists of estimation customer demand, selecting goods in the market, arranging purchase and delivery. However, beside these specific responsibilities; there are some purposes; those help buying team manage economically. These purposes are: getting the work done, organization, coordination, planning and control. Although, in general, executives are less in doing work, buyers have to perform specialized work of selection and negotiation. Nevertheless, in order to chase the new market offerings, he or she needs time, on this purpose he or she should train a subordinate. In opposite of buyer, his or her superior merchandise manager is more in functions of management. Selection, evaluation, rewarding and dismissal of buyers are parts of his job, along with training, counseling and coaching. For a good buying team, an aggressive buyer and a promoter and conservative merchandise manager fits very well because they would create equilibrium (Wingate and Friedlander, 1963).

Responsibility can be delegated in buying function but accountability cannot be delegated. Buyer can request a job done from his or her assistant, also merchandise manager can request from buyer or assistant but they should check if everything is done properly. Organization of the buying function is important. A manager should define all the works in his responsible area and delegates these jobs with the right authority. In buying function merchandise manager is accountable for the profits of his departments and the buyer is for the success of his or her categories. Coordination is important for buying function; coordination includes timing, balancing, matching and integrating work and workers. Another important purpose of buying function is Planning and Control. While buyers do not participate in planning and control process deeply, for merchandise manager it is an important responsibility. Planning and controlling process of merchandise manager can be described as below:

- 1- Participating in long term merchandise plans, which cover sales, stocks, purchases, marketing, margins and stock levels.
- 2- Controls of the reports in order to see their state against plan.
- 3- Controls the purchases of the buyer, returned goods, mark ups, markdowns, and price changes.
- 4- Supervising the planning of advertising expense in cooperation with the marketing manager and works out with the buyer the departmental promotions and specific advertising schedule for each month (Wingate and Friedlander, 1963).

The performance of the retail company depends on the decisions that are about the purchasing for and resale of products to the consumer. These decisions are related to the analysis, planning, acquisition and control of merchandise investments and these are in the responsibility of retail buyer (Fairhurst and Fiorito, 1990). People have different qualifications and every job or every organization function require different qualifications. The biggest role in buying function belongs to the buyers. To be a successful buyer, there should be some special qualifications. A buyer should be a specialist while selecting the products to buy and then he should be a manager while selling the products. They should recognize the aesthetic and utilization detail; so that, they may demand changes in existing styles or versions according to the customer demand. They should have a scientific mentality which means they should approach to the problems as a scientific issue: First of all they should set a hypothesis which is "I think it will sell": second is the experimentation step "I will try it"; third is the evaluation step is the question of "How was it?" and last step is the

acceptance or cancel of the hypothesis which means reorder or stop to buy. Buyers should be flexible and curious because social, political, and economic changes or the changes in competitive market affect the business strategy. A buyer should be able to observe or have short time memory for detail. Details feed the buyer in order to understand the customers better. Every kind of buyer should tell the story of their buying to the sales people or to the managers; because of this, their verbalizing skills should be good enough.

Story of the buying means that the factors that make the buyer to buy the product so the factors that make that product to sell. Buyers should set up the balance between the price of the product, the quality and service that they request, in order to do that buyers should have perception ability of price and quality. During the negotiations buyers should be aware of the laws so that he would not exceed the limits of supplier in means of laws. Successful buyers also should be able to work under the pressure and decide properly, they should know to overcome the hesitancy. Most of the jobs in today's retail environment functioned by university graduates. The reason behind this is that; education makes people learn fast and easy and they are better to cope with institutions and participate in community. In order to sustain the good performance of the buying function, superiors of the buyer should evaluate the buyers (Wingate and Friedlander, 1963). Swindley (1992) stated in his study that enthusiasm, education, analytical excellence, ability to articulate, product knowledge, objective reasoning, dedication, leadership, appearance, flexibility should be the key characteristics of the good retail buyer. Buyers are evaluated according to the sales results (in dollars or in number of units sold), inventory results (stock turn, proportion of old stock carried over to the new season or year, merchandise shortage and its proportion to the sales), Margin Results (Initial Markup, Gross Margin'. Realized, Controllable Margin Realized, Operating Profit Realized), ratio of buyer's salary to his sale results (Wingate and Friedlander, 1963). For few positions in retail, companies need this type of disciplined training and ability than the retail buyer (Fairhurst and Fiorito, 1990). In order to understand the process, that starts with buying decision; but does not finish at one point; rather makes a cycle which starts with the decision of repeat buying, clearly; Wingate and Friedlander (1963) stated the steps of buying cycles with brief sentences which can be seen from the Table 2.1.

Table 2.1 : An outline of the detailed activities involved in buying-selling cycle

I.	Buying
a.	What to Buy and How much?
b.	When to Buy, When to bring it to the stock?
c.	Where to buy, What to pay, how to pay, how to ship?
d.	Selection, negotiation, placement of the order.
e.	Insure the timing of deliveries
II.	Stock keeping
a.	Receiving, assembling and distributing.
b.	Protection
c.	Inventory Control
III.	Pricing
a.	Setting markup and margin goals
b.	Setting price lines and zones
c.	Pricing Individual Items
d.	Re-pricing, to move show selling goods or to anticipate changing replacement costs
IV.	Selling
a.	Management of the work and Personnel
b.	Deciding what to promote
c.	Requesting appropriate media and space for advertising
d.	Requesting in store advertisement
e.	Bulletin for informing stores about available goods and urging their purchase
f.	Furnishing information about the selling virtues of merchandise who may be responsible for promoting the sale of goods
V.	Planning and Control
a.	Participating in the formulation of the firm's policies and objectives
b.	Analyzing and forecasting demands and requirements of desired customers
c.	Budgeting sales and stock
d.	Control

2.2.2 Departmentizing of buying

Today's organizations have really complex functions and these functions are becoming more complex in each other. In order to manage these functions

effectively and efficiently companies should organize divisions and departments. According to the research about the retail buying in distributive companies, some product related factors affect the composition of buying centers. These factors are stated the technical complexity of the product, the value of the item, the frequency of purchase, essentiality to the organization, potential result of a wrong decision (Wingate and Friedlander, 1963).

A large multi line retailer decides its divisions of merchandise according to its end use and after this step, they set up departments in each division and buyers would be responsible of these departments. Figure 2.3 shows the merchandise organization for a very large store. There is many variant of this plan.

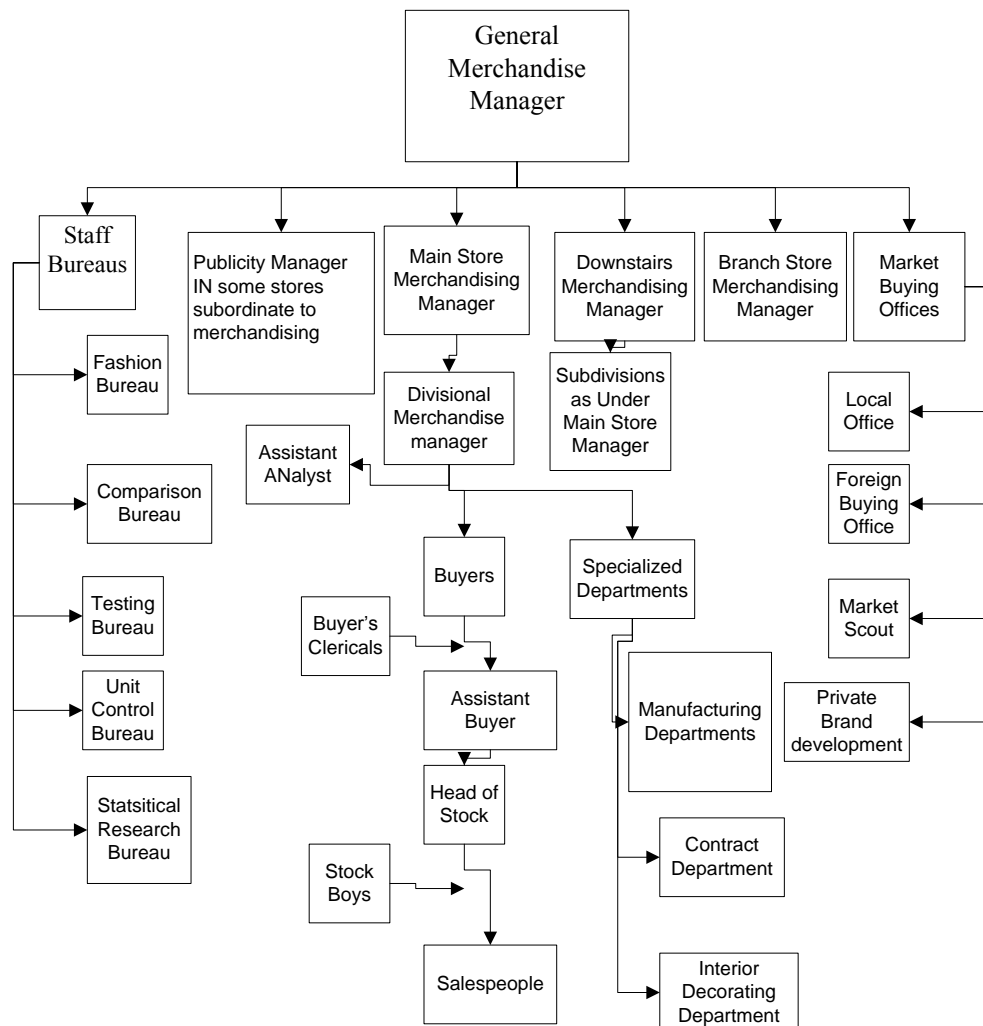


Figure 2.3 : The Chart of Merchandising Organization Structure of a Retailer

Generally, retailers prefer to assign more than one departments to one buyer. It is more economical and they trust that one able buyer can manage everything with

some assistants better. In order to manage these buyers, merchandise managers come into being but to set an effective and efficient control, it is mentioned by Wingate and Friedlander, (1963) that more than 12 buyers shouldn't be assigned to a merchandise manager.

Retailers set up bureaus so that they can assign some buying functions to the bureaus. The comparison bureau is set up in order to sustain competitiveness by checking the prices, styles, qualities, assortments and services that competitors present to their customers. Staff, who work in this bureau, is responsible to the general merchandise manager; so that, when they bring information about the market, buyers should think an action plan. Fashion bureau is a fashion assistant office that coordinates different departments in order to set one common fashion. Their responsibilities are making fashion forecasts, assisting merchandise selection and control, sales promotion ideas and assisting training department. Majority of the retailers centralize their buying activities; as a result of this, in decision process buyers can get help from the reports which are centralized; it is easier to control more product lines and variety. Each store's customer may behave differently so it should be observed centrally in order to make comparisons; although buyers can not be in the stores all the day, as a result of report analysis, they can give feedbacks to the store managers; buyers may more concentrate on procurement than planning and control (Wingate and Friedlander, 1963).

When there is central buying in retail, retail buyers work more formal which means that while they are selecting products, their decisions are not influenced by the personal relation of buyer and supplier (Sternquist and Chen, 2006). Central buying has three forms: central merchandising, warehousing and requisitioning, price agreement and listing. First form, central merchandising depends on temporary warehousing and is commonly used for fashion goods.

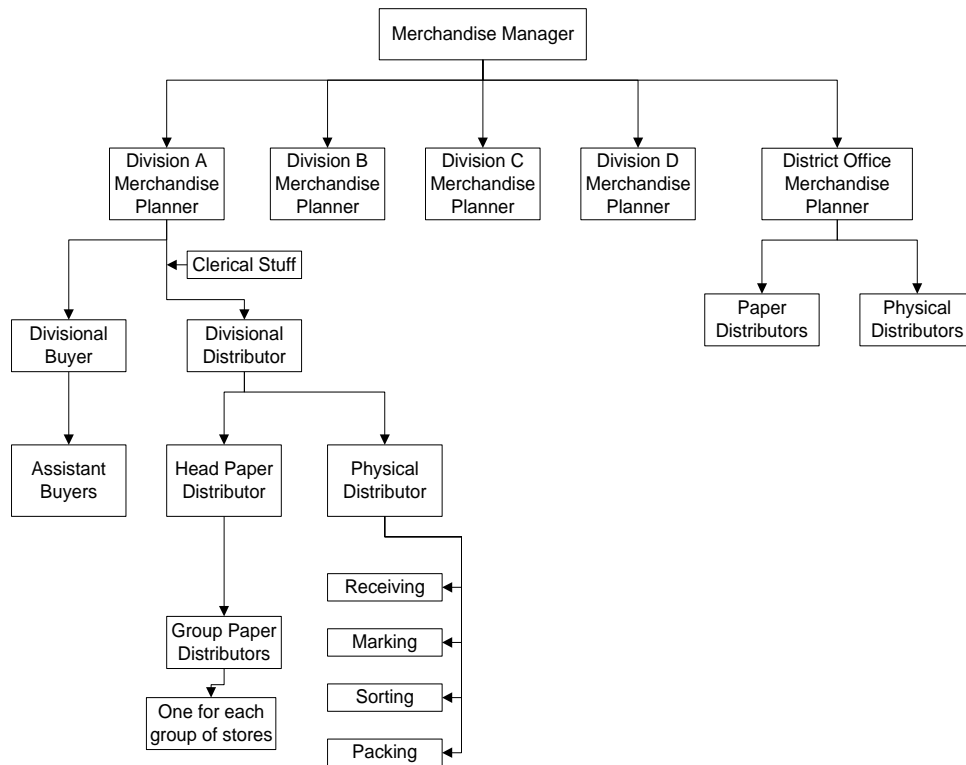


Figure 2.4 : The central buying organization structure

At the top of the central organization there is merchandise manager with assistants. Next, there are the buyers who are responsible for selecting the products. Third is the distribution division, this division usually have a distribution point and here shipments are received, inspected, price ticketed, sorted out and allocated. Distribution point means not keeping the stock; rather allocating it in 48 hours so it differs from warehouse. When the organization is so large like the Figure 2.4, there would be divisions. There are several advantages and disadvantages of central merchandising. Advantages may be stated as follows: Firstly, buyers can spend more time in the market and distribution will be more frequent. Secondly, on the contrary of the orders of individual stores, it is far better to accurately forecasting total demand. Thirdly, total data give chance to the buyer to decide reorder information. Fourthly, buyer has power to buy big quantities so that leads to make suppliers do what he or she wants like specifying the quality, the methods and standards of construction, style measurement to prevent suppliers to sell best models to competitors and bargaining power on price. Another advantage is that, buyer can inspect the products before the shipment to the stores and enables better stock control. Finally, the concentration on buying is stated as last advantage. Buying and selling is still related but responsibilities are assigned different groups so that leads the more concentration on buying and more specialization on selling. Besides these advantages, there are still disadvantages. Firstly, it is difficult for

central distributors to consider the local conditions. In order to solve this problem Wingate and Friedlander, (1963) offers the statements:

- 1- Distributors should sometimes visit the stores
- 2- Store personnel should give feedback about their needs
- 3- Notes about store's customers
- 4- Grouping the stores according to the needs
- 5- Chasing up the progress of the stores.

Second disadvantage is the problems due to lack of cooperation between store and head office. Last disadvantage is the difficulty of informing store manager or sales team about the features of the product. In Figure 2.5, the flow chart of the central buying is showed. In this type, sales and stock information in units flow directly from store unit to central office. Every unit purchase by a customer is recorded and used by central office to determine reorders. Store manager does not participate in replenishment. A distribution point is used by chains with a large number of units for inspection, marking, consolidation of shipments to store units and other functions (Wingate and Friedlander, 1963).

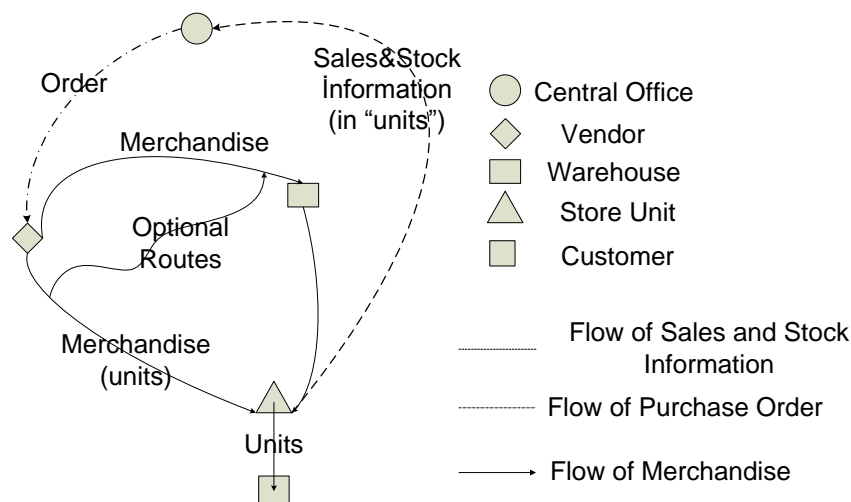


Figure 2.5 : Central Buying- Central Merchandising flow process

Second form of central buying is the warehouse and requisition plan; where in store manager has little control over assortment, he or she has responsibility for requisitioning fill-ins from a warehouse stock. This method is often used grocery and drug retailers that need stock. Buyers made deals with the suppliers for the low value products so that store can directly order to the supplier. In Figure 2.6 the process of the Warehouse and requisition plan is showed. It can be seen from the picture that replenishment of store stocks is requested by store manager by

requisitions on a particular warehouse. In this type, use of warehouses is mandatory (Wingate and Friedlander, 1963).

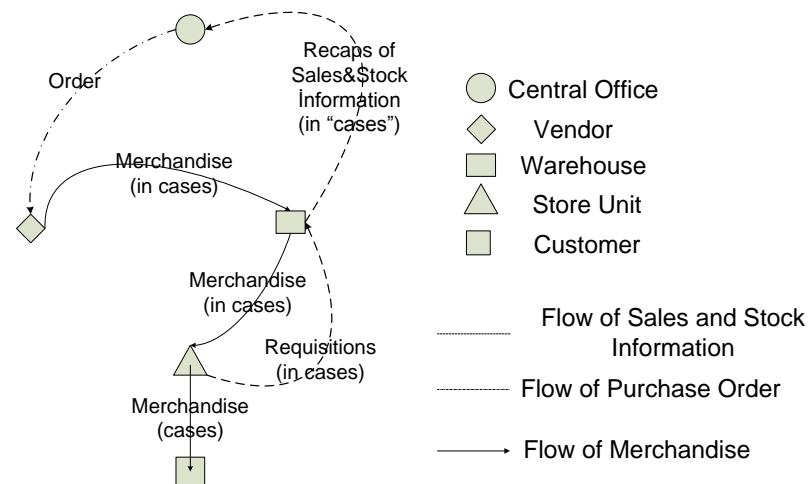


Figure 2.6 : Central Buying: Central Purchase and Requisition Control type flow process

Third form, the price agreement plan. This form is used when merchandise can be clearly understood in catalogs and quantities of the orders can be easily managed by store manager. Central buyer, selects the resource and product, negotiates price, terms of sale, transportation methods, routes. He may set retail price and assortment plan with sizes, colors, styles etc. The store orders flow to the buyer who can add new items or revise the agreement. As it can be seen in Figure 2.7, there is no flow of sales and stock information from store or warehouse to central offices (Wingate and Friedlander, 1963).

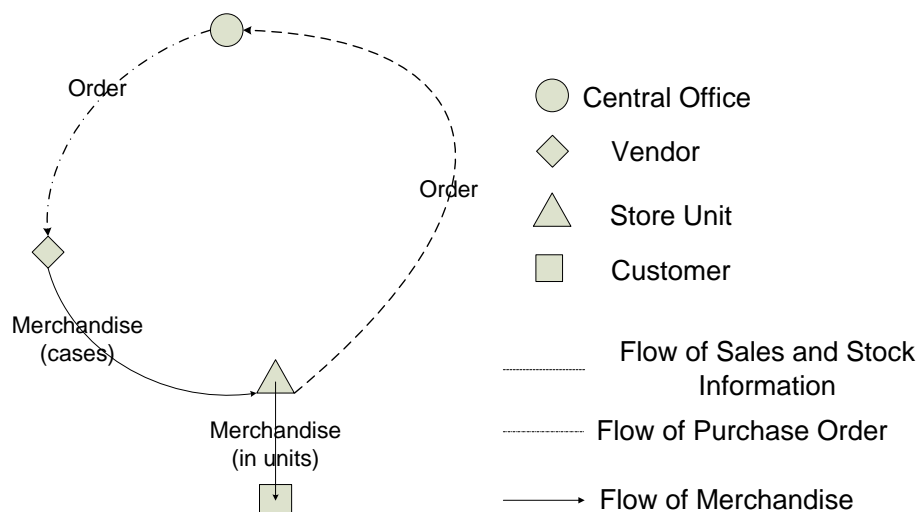


Figure 2.7 : Central Buying: Listing or Price Agreement Type Flow Process

2.2.3 Types of buying

There are several buying methods which differ both between and within retailers (McGoldrick and Douglas, 1983). The main reason for this differentiation is the different type of retailer policies. Resident buying is also defined as “agents purchasing” or “commissionaires buying”. It helps their clients, usually store buyers to get purchasing power and know-how. The reason of the existence is to search seasonability, fashionability of the products, to be in contact with the sources and to increase the purchasing power. There are several types of resident buying offices:

1-Independent offices

- Salaried offices

- Merchandise brokers

2-Store owned Offices

- Private offices

- Associated offices

- Syndicate offices (Wingate and Friedlander, 1963)

Salaried offices make agreements with small stores to provide service in exchange for an annual fee or “salary”. Merchandise brokers are somehow representatives of manufacturers so it is difficult to name them as resident buyers, however, the way they work is like resident buyers. They get their money from manufacturer in the form of a percentage of the store orders they arranged. Private offices can be defined as staff bureaus that are located in the market. Some stores maintain private offices on the premises of an independent or associated office so they have access to all the opportunities of a large office. Associated offices are belonging to a group of independent retailers; the expenses of these offices are distributed to the owners of the retailers. This type of offices is more expensive than the salaried office and it is more difficult to organize. Some ownership groups of retailers keep buyers in the stores and resident buyers in the market and ownership groups’ offices called Syndicate offices. This organization is like Associate office. Although associated office may suggest standards and procedures, they cannot force stores to merchandise in conformance with fixed policies (Wingate and Friedlander, 1963).

All these types of buying offices service to the stores in various forms. Main forms are buying, promotion and research. Buying service means helping store buyers in obtaining merchandise via to give buying assistance when the buyers are in the stores or in the market, to report market information, to manage cooperation in buying of staples and fashion, to wholesale, to buy centrally, largely of popular fashions. Second main form of services conducted by resident buyers is Promotion

service. Because individual stores don't have the time, talent and money to plan and execute promotional events, buying offices prepare promotions like Christmas, "Back To school" etc. This promotion may be a catalog that is distributed by each store to its customers or it can be fashion shows or ads that include the name of the stores who carries the product on its assortment. The last form of service that is provided by buying office is research which is mostly used by associated and syndicate resident buying offices. These may be in various ways like exchange of operating statistics and development of standards, study of methods of procedure in different departments and of systems operating throughout the retailer, consultant services on merchandising and operating problems, recruiting of executive personnel. Another form of buying is centralized buying by cooperative and associated Independents. Although Resident buying office is the most used device by retailers, sometimes they desire closer type of connection (Wingate and Friedlander, 1963).

When it is impossible to work directly with the producer, it is a common process that to set up a wholesale subsidiary or associating itself with the wholesale distributor. With this, they remove the wholesaler's profit from the cost of goods. This process is called "Centralized buying by independents" and has four types. First one is the buying club; an agreement between independents that buy together and allocate the products, whose target is to take the price advantage. Second is the retailer cooperative warehouse which is a bigger version of buying club. In this type warehouse may belongs to retailer or promoters who sell stock ownership to retailers. It is useful when it is used to stock items that all stores carry. The service charge to the member retailers is less than the markup of a wholesaler. The reasons of that are; Firstly, selling costs are removed; secondly, hot items are stocked; thirdly, a separate fee is usually charged by resident buying operations so this may be removed. Third type is the voluntary chain which is a more common way of stores. Sponsor wholesaler corporate chains, manufacturers or resident buying offices is responsible to give the contracting retailers assistance in merchandising and promotion and regarding to this service, retailers agree to use sponsors facilities, spend time buying with them and paying fee. The fourth type is Central Merchandising by independents which are based on central buying. When an agency have a full responsibility for what, when and how much to buy, it becomes "central merchandising". Retailers sometimes give the management of certain departments or a division within a department (Wingate and Friedlander, 1963).

2.3 Decision Process on Merchandise or Service Buying

2.3.1 Understanding of consumers' behavior

Customer expectations lead the strategy of manufacturer and retailer. Without customer demand both manufacturer and retailer cannot go on with existing product or cannot try new products. Actual sales are determinants of actual demands of products that are sold. Analysis of sales and other information from different sources are the determinants of future predictions (Wingate and Friedlander, 1963). The position of the buyer is between manufacturer, wholesaler and consumer, he purchases finished goods for resale to the customer; because of this, a buyer should have much knowledge about the customer demand rather than technical issues. Customer request is an important information source for a buyer in retail buying decision (Kline and Wagner, 1994). In considering the consumer, Mason and Mayer (1978) stated some important points that should be kept in mind during decision making:

- All retail activities should be designed to help consumers solve their consumption problems
- Consumers search all available information sources and selling sources in order to avoid wrong buying
- There are several reasons that make consumer shop. So retailers should satisfy these reasons
- Consumer behavior should be better analyzed in order to learn the reasons of store choice
- The retailer should develop strategies in order to affect positively the in store shopping behavior of consumer

In order to predict customer demand precisely, it is important to understand the decision process of customer that shows how a consumer becomes aware of and informed about products and services and then shops for them. Generally, at the beginning of the customer decision process, social, commercial or physical stimulus arouses the customer to act. If this stimulus is enough then the consumer becomes aware of the problem. Then, the search for the information sources starts and some alternatives are developed from memory or commercial, noncommercial or social searching. The characteristics of the alternatives are determined by the help of the information sources. Criteria for the decision are stated after the evaluation of the alternatives. The importance of the criteria is stated, the alternatives are ranked and finally choice is made. After the choice is made, the consumer starts to search

where he or she can buy the goods. After buying the first item, according to the performance of this item or the service, the consumer decides to buy the items or services again. During this process demographics (age, education, family size, height, income, location, marital status, mobility, occupation, possessions, race and religion) and lifestyle (way of life, activities, interests, opinions, culture, social class, reference groups, class consciousness, family life cycle, experience, personality, motives, performance, importance of purchase and time constraints) characteristics affect the consumer's decisions (Berman and Evans, 1979).

Customers do not only desire the product itself but also the characteristics of the products are important to them. The demand for goods is derived from the fact that they contain attributes that yield usefulness to the consumer, like a "sweet" apple with an "attractive color" (Gold and Pray, 1999). Buyers consider some attributes of the product such as price, taste, quality and packaging because sales potential of the product depends on the value of the product to the customer, which is affected from the factors above. In cash and carries, 85 percent of respondents rated customer demand as a primary importance factor. In multiples, this proportion was 60 percent but still has the primary importance (McGoldrick and Douglas, 1983). Retail buyers may take information from consumer magazines in order to see the changes in customer world because the target group of these magazines is customers; because of this, these magazines contain articles or news about the demand of the customers (Kline and Wagner, 1994).

There are several elements that differ one product from another so that customer product selection is changed according to these differences. These differences can be listed as follows: Basic or generic style; Decoration or trim; Material and fabric; Pattern of print, weave or decoration; color; construction and workmanship; size; sensory factors like taste, odor, sound, tenderness, juiciness, Ease and cost of Maintenance; ability to save or conserve energy in use, fashion ability, function ability, season ability, country of origin, Packaging Design, brand, price (Wingate and Friedlander, 1963). Although it is possible to expand this list, not all factors are common for all customers. Among these Brand and price is a common factor that affects customer's buying decision. Considering the factors, solving the philosophical roots of the problem is not expected from the buyers, they should keep in mind that every factor that affects the purchase should be weighed.

Brand is a factor that represents the maker or seller in respect of status. Importance of the factor for a customer depends on its significance and observability. Price is one of the most observable factors and has highly important significance. Purchase

is done by considering all these factors. Considering the product all the factors has changeable importance.

Brand perceptions of the consumers influence consideration, evaluation and purchase because of these reasons, they should be considered as important. Brand perception is one of the mind set measures of consumers and these are considered an important aspect of brand equity due to their diagnostic ability. Brand name is remembered by consumers with a link to the brand perceptions which are attributes in consumer memory. Brand should be considered as more than just the sum of the functional qualities it offered. Regarding to the key feature of brand equity, developing, and altering or reinforcing brand perceptions has long been considered an outcome of effective advertising, in that these perceptions and associations can influence the response to following marketing activity. Two influences are identified in past research; these influences are on a person's propensity to associate a particular brand with a particular attribute.

The first is usage of the brand, which impacts the probability of a brand to be associated with any characteristic. It is three times more probable that customers mention a brand they use than a brand they don't use; because of this, brands that have loyal customers obtain more responses. The second influence is the degree to which the attribute defines the category. When a characteristic is mentioned more across all brands, than it is considered more than the others. For example, people prefer to say "quick service" characteristic which is more ideal than to say "healthy". Empirically, all brands would gain more responses for 'quick service' than they would for 'healthy'. Generally, ideal levels would change over time, as particular attributes become 'standard' in an industry. For example, 'has low carbohydrates' in a food market has lack of popularity among any food brand three years ago. Now, the characteristic is more popular among all brands because consumers have become more aware of this feature within the food market, and marketers focus on this characteristic in their communications and packaging. Similarly, ideality levels can decrease as characteristic become less relevant. For example, in the banking industry, it would be expected that the ideality levels of 'having convenient branches' would have declined as other non-branch methods of doing banking have increased (Nicholls and Romaniuk, 2005).

A retailer should be aware of the relationship between price and consumers' purchases and perceptions. Two economic principles explain this relationship: the law of demand and the price elasticity of demand. The law of demand states that consumers are keen to buy more at low prices according to the high prices. The

price elasticity of demand should be defined as the price sensitivity of customers to the price changes. This means that if small changes in price result big changes in quantities that are bought by customers then, it is called price elasticity is high, the opposite of this situation is called demand is inelastic (Berman and Evans , 1979).

The importance of price differs between the market segments. These market segments are formed by consumers which can be divided into four categories, depending upon shopping orientations (Berman and Evans, 1979):

1. Economic-primarily interested in shopping for values and extremely sensitive to price, quality, and merchandise assortment
2. Personalizing-shops where he or she is known, strong personal attachment with store personnel and the store itself.
3. Ethical-willing to sacrifice lower prices and better assortment of goods in larger stores or chains to help the smaller store stay in business.
4. Apathetic-shops only because he or she must, want to finish as quickly as possible, and places emphasis on convenience.

After analysis of factors that affect customer preferences it is better to learn customer behavior which is defined by Berman and Evans, (1979) as “the process whereby individuals decide whether, what, when, where, how, and from whom to purchase goods and services”. In order to identify customer there are some several sources of information which means secondary data. Magazines, trade magazines, newspapers, retailer trade magazines and retail associations publish information about customers. Besides these sources, there are some other direct methods like interviews, consumer panels, observation and counts. In addition to these, companies try to learn their customers from other stores, resident buying offices, manufacturers and wholesalers, trade and customer publications, trade services and reporting agencies. Information coming from other stores can be classified as follows: competitor's advertisement, visuals, sales. Besides competitors it is also beneficial to get information from non-competitive retailers. Since there is no competition, retailers exchange information like successful promotions. Buyers know each other by means of seminars showroom visits so that they share information as well. Furthermore, buyers themselves visit the stores to see the fashion, promotion or prices. Another information source is vendors. In order to produce demanded products, they should deeply analyze the demand in the market. A buyer can obtain this information by directly from vendor's salesman, from catalogs and price lists, from style services or bulletins, from trade shows (Wingate and Friedlander, 1963).

2.3.2 Analyzing sales and demand

The companies in retail environment are competing with each other increasingly intensive. One contributed factor that affects the fashion may intensify the competition. In this competitive environment buyers started to buy in shorter periods than before that makes the decision of the new product buying risky and competitive for not only the inexperienced buyers but also the experience ones. In order to reduce the risk of this type of buying and to get advantage in this competition, buyers search for new information from different sources (Kline and Wagner, 1994). Retailers acquire lots of information from different sources in order to plan, organize, control etc basically for all their operations (Wingate and Friedlander, 1963). Sales records are the most important, easier and more exact (McGoldrick and Douglas, 1983). Selling records for established merchandise may reveal the fashion trends so that buyers can find new routes for buying (Kline and Wagner, 1994). These reports may be sales made and lost, sales returned, complaints about goods sold, unit controls, special records of promotions, want slips, charge accounts, personal observations. According to the McGoldrick and Douglas, (1983) and Kline and Wagner, (1994); during the decision process buyer need information sources which can be studied as two parts: External information sources and Internal Information sources. National accounts, Sales Personnel, Marketing Research, Trade lists, Price lists are stated as external, past experience, comparison with other suppliers, trade contacts are stated as internal. There are some methods to acquire these records: the instant record of each sell, regular inventory checks and controlling the shelf space. While analyzing the items those should be carried on continuously, there should a two stage as the continuous items and seasonal items. According to the analysis, some items can be added, canceled, modified and the quantity of the item can be increased or decreased.

Sometimes brand affects the sales considerably; so that, not only the analysis of individual items needed but also brand analysis. Instead of carrying all the brands in the market, three or four brands, which are big part of the sales, can be carried. Most of the retailers use trial and error method so they observe if the product looks good, markup is above average and costumers demands. Big chains prefer to use more scientific methods instead of trial and error. Analyzing sales for clothing is more complicated because fashion affects the sales too much. There are some characteristics that affect costumer demand; so that, these should be took into account. These characteristics are classification, type, size, price range, some colors, silhouette, material and vendor. Among these, "size" usually doesn't change

so it is easy to forecast next year "size" sales from the year before sales. But on the long term changes in social life brings new standards of sizes. Like size price is relatively stable characteristic, if past sales show that X percent of sales coming from a price interval, it probably remain same in the short term. The economic situation in the country may affect this interval. Color is so fashionable characteristic so it needs periodic analysis to observe the trends. It is sometimes better to get help from vendor's expertise because their core business is their products and their sales reports and market analysis reveals lots of information about customer trend. Aesthetic elements satisfy customers and they are the considerable elements of usefulness. Fashion changes are slower on shape than color, material and outline of the uppers. Regarding to the seasonal behavior of the customer demand, it can be said that if one item succeeds this year, it will succeed next year, too. Because of this, analyzing of special sales has importance on forecasts. Another important method for prediction of future sales is preliminary sales test those are done for the potential new products (Wingate and Friedlander, 1963).

Until here, analysis of what sold is mentioned; but in addition to that, buyer should also consider the customers wants. He should scout the market if there are products that he can add to his line. For example, drug stores started to sell women's stockings and they really succeeded. There several ways to get clues for broadening of the assortment from the market. First way is to get information from the salespeople who have direct contact with the customers so that they know the customer reactions. Although they have ability of these, buyers should be careful with relying on their information because they sometimes cannot distinguish customers likings and those of their. Buyers may organize meetings to discuss customers "wants" with sales people. Alternatively, buyer may establish a reporting system in which salespeople write the products that are out of stock but asked for, low in stock; comments of costumers, suggestions of sales clerk, substitution sales made, and special orders from customers. Not only all the information comes before the customer buy the product but also after they buy, they complains about usually the product's problems and sometimes product's benefits. This information should be gathered from after sale service department (Wingate and Friedlander, 1963).

2.3.3 Determining the merchandise assortment

The length of the cooperation between supplier and retailer is partially depends on the market characteristics of the products that are carried by the suppliers. Retailers abandon the cooperation when the characteristic of the supplier's products do not satisfy the market or the quality is not suitable to the policy of the retailer (Sternquist

and Chen, 2006). Increase of the total sales volume is not normally because of increasing the number of brands stocked, rather than increasing the sales may reduce the sales or decreasing of the bargaining power due to increase pressures upon distribution and shelf space (McGoldrick and Douglas, 1983).

Management of the department retailers should set some policies that should instruct buyers while procurement. These policies may quality, price, merchandise standardization, taste level, timings of fashions (a leader or follower), continuity of the product lines permitted in the store and in the department, relative emphasis on breadth and depth of the assortment. Management may decide several quality policies like best materials and best workmanship or serviceable quality with low prices or quality between these two. Most of the time buyers face with difficulties to measure the quality of the product for; so that, they normally check if the product validates the standards of the institutions or possibly checks for some important materials. Price policies interact with quality. Management should also inform the buyer about the exclusiveness level of the company. Buyer may make agreements just with branded product vendors or with the vendors those can manufacture or supply exclusive products or private label products. Defining taste as a policy is difficult to define but it is possible to say that good taste is appreciated regarding to its aesthetic, and good taste shows the quality level in the design and the color of the product. Timing of the fashion is another important policy that should be mentioned to the buyer before the season starts. Sometimes companies don't want to take the risk of new product so they prefer to wait. For the products in which continuity is important, there should be regular replenishments in order to keep customers. The buyer should also know the limits of the variety of the lines they should carry or if he or she is let to carry only the most popular selection of the factors, such as a few colors, styles, sizes, material, prices, brands or variations in the style details (Wingate and Friedlander, 1963). Fashion leadership may be categorized as fashion-forward, moderate fashion and non fashion oriented. Newly introduced products like highly fashionables are priced high and these high prices are decreased when the products shift to the maturity and decline phases. Fashion-forward retailers carry merchandise for customers who can afford the price and they are interested in new items. Fashion newness is risky because of the costs of introducing the new products, research for new products, advertising and the production (Park, 2004).

While the retailer decide on policies; firstly, they consider the lines of the product they carried; because, each product has its own nature and considering to that

management should set policy. Secondly, the situation in trading area, it may be economic and the custom. Thirdly, the need of the people in the trading area push the retailer chooses different policies. The needs in agricultural area and city are considerably different. Competition in trading area is another important factor. It is different to be a single retailer in a big market and to have different competitors. In every operation, competition affects the policies. While deciding on policies, management should consider the capabilities of its merchant and capital resources. If both of these are not enough to sustain policies, policies would fail without application. When a retailer decide to change its policies, they should definitely make long and short term plans, and these plans should appeal the objectives of the need to policy change. The world changes so it is impossible to say that policies should be constant (Wingate and Friedlander, 1963).

After the decision of what products will be carried, retail buyer should plan width and depth of assortment. As a result of this decision, he or she can know how many product categories should be the retailer involved and how many varieties should be stocked in any product category. Product assortment can vary from wide and deep to narrow and shallow. Table 2.2 shows advantages and disadvantages of each type of assortment strategy (Berman and Evans, 1979).

Table 2.2 : Retail Assortment Strategies

<u>WIDE AND DEEP (many product categories and a large assortment within each category)</u>	
<i>Advantages</i> Broad market Full stocking of products High level of traffic Customer loyalty One-stop shopping No disappointed customers	<i>Disadvantages</i> High inventory investment General image Many items have low turnover Obsolete merchandise
<u>WIDE AND SHALLOW (many product categories and a limited assortment in each category)</u>	
<i>Advantages</i> Broad market High levels of traffic Emphasis on convenience customers Less costly than wide and deep One-stop shopping	<i>Disadvantages</i> Limited variety Disappointed customers Weak image Many items have low turnover Reduced loyalty
<u>NARROW AND DEEP (few product categories and a large assortment in each category)</u>	
<i>Advantages</i> Specialist image Full stock in the product category(ies) Specialized personnel Customer loyalty No disappointed customers Less costly than wide and deep	<i>Disadvantages</i> Limited variety Limited market Limited traffic
<u>NARROW AND SHALLOW (few product categories and a limited assortment in each category)</u>	
<i>Advantages</i> Aimed at convenience customers Least costly	<i>Disadvantages</i> Limited variety and traffic Disappointed customers Weak image Reduced loyalty.,

While the retail buyer plans the width and depth of assortment, he or she should consider several factors. The questions like: If product variety is increased, "Will overall sales go up?" or "Will overall profits rise?" or "What will be the investment costs?" should be answered or estimated (Berman and Evans, 1979). Buyers considers the customer profile, time points in the selling cycle, the product line and the productivity of added variants, competitive practice and the type of the retailer. If the retailer's clientele is mass thinking, it means that they are more regardless to details. Bazaars are still popular because of its variety, but for some customers who are more fashion oriented or vague followers, wide choices are required. In early times of the seasons market assortment is breadth to see the demand and after customers demand is realized, it turns to be a depth market. At the end of the season buyer has assortments that contains the basic product, satisfying the

minimum requirements and leftovers from the season sales. When a buyer decided to add product lines to his assortment, it brings totally supplementary and additional sales; on the other hand, if he decides to add versions of a product line, it brings complementary sales which may be shared with other versions of the product line. The all characters of merchandise, the retailer and competition constitute the character of the assortment. While composition of his her department merchandise, another decision problem for buyer is depth of his or her assortment. A buyer shouldn't forget that customer may be happy to buy electric blanket although he or she was looking for normal one. Because of this buyer should face with the assortment planning problem various selection factors (Wingate and Friedlander, 1963).

Space requirements are also a considerable question that should be answered before the decision. The retailer buyer should know or find the answers of how much space is required for each product category and how much space is available. Because, if the space is limited; then, the retailer buyer should allocate this available space to the products that can create traffic and profitability. Sometimes retailers have no choice about stocking a full product line because of the obligation of the supplier.

Merchandise planning needs not only qualitative considerations but also it should be well planned with the numbers. Since retailers carry some staple goods and some seasonal goods. There need to be two considerations. One is for staple goods and one is for seasonal. "Top down" and "bottom-up" is two directions for merchandise budget planning for staple goods. "Top-down" starts with wide parts of operation and time and then the help of experience and personnel ideas, percentages of the budgets are applied with aim of summing to 100 percent. For an example, firstly sales of stores are done, secondly sales by departments and finally sales of the store by departments. And "Bottom up" is the other way around of this order. In order to derive more exact numbers, it is better to use both of the plans so they can control each other. A model stock is designed to show numbers of the assortment on what time it is needed. While these plans are prepared, it takes too much time to prepare, analyze and to follow, also they are costly. Because of this, if a buyer doesn't have time to make a plan or to apply a plan, it doesn't merit to prepare a sophisticated plan. There are different types of operations, so that these operations need different model stock plans and buying procedures (Wingate and Friedlander, 1963):

- 1- Periodic fill in of staple stocks, etc., models which are continuously replenishable by item
- 2- Fashion goods which are subject to long opening commitment and subsequent adjustment by reorders.
- 3- Stocks which are subject to long commitment with relatively little reordering.

When a retailer is relatively larger, then their inventory policy is depends on stocking more brands, in order to maximize costumer demand, to get insurance against supply shortage, maximize the available choice of flavors, maximize available choice of brands, "Play suppliers off" against each other (Wingate and Friedlander,1963).

2.4 Decision Process on Source to Buy and How to Buy

2.4.1 Determining merchandise resources

As a buyer, determining merchandise resources is an important step in buying decision process. Collaboration with the right resource reveal good results for both of the sides, however, often this situation reveal the opposite. Chatterjee et al. (1996) studied the reasons that make a retailer work with more than one resource and they stated that there are several negative effects of working with one resource. These are as follows:

- Losing access to information about new products, market trends, and current prices, due to lack of regular contact with multiple providers
- Overpaying (due to lack of ready ability to play one supplier against another and lack of knowledge of current prices)
- Exposure to the supplier's problems (e.g., lack of product should the supplier suffer a strike)
- Excessive dependence on supplier and vulnerability to supplier opportunism
- Failure to detect opportunism (due to not discovering that better performance can be bad elsewhere because of withering of contacts with other suppliers).

There are several factors that affect this collaboration but buyer should look for some important characteristics of suppliers. First of all, ease of ordering is always important factor for a buyer. This factor refers to suitable Minimum order quantity (MOQ), reorder availability, extensive product variety and new product availability. MOQ is important because sometimes buyer need small quantities because of the constraints from upper management, but vendor doesn't consider because they only

ship big quantities. That situation causes customer and sales lost and may be if this occurs in the middle of the season image lost. Second important supplier characteristic should be reorder availability. This is important for the continuity of assortment, sometimes buyer need these but either the power of manufacturer or some other market forces don't let supplier to supply. It is impossible to work with the suppliers who begin to cut lines and abandon to produce in the middle of the season, for a buyer, middle of the season is the time for peak sales but for vendor the risks of overstock begins. The third important characteristic of the supplier is to have extensive product variety. Buyers who want to be fashion leader cannot work with the vendors who don't manufacture enough variety until to see new models that are proven in the market.

Another important supplier characteristic is new product availability. Buyers always demand the products that are in the market and proven themselves. But beside this, they look for the items that are differentiated from the products in the market. Fair and honest dealing is the one of the most considerable characteristics of the supplier. This characteristic refers to the return, distribution, price policies that are carried out by the supplier and important for the honest and fair competition. Distribution policy of the vendor make buyers restrict with regard to take the supplier's products to the stores. Vendor may regret one buyer by claiming that the terms are not available to distribution policy on the other hand they may distribute other retailers. Sometimes vendor may obligate buyer to buy unwanted line in order to get wanted line. The policy causes competitive unfairness when vendor trades dishonestly. Manufacturers keep sometimes the best selling items for some special preferred buyers and they are trying to sell the others the older or poorer styles. Retailers may sometimes request special products from their suppliers. However, suppliers don't want to work with this type of deal because although they before had a selective and exclusive distribution, then may decide to seek wider market to increase the volume of its sales. Retailers prefer not to depend on distribution policy of vendor, so that they steer to private label brands. Retailers also try to not to buy from the suppliers who sell directly to public. This situation does not conform to the competition and make retailers powerless. Price policy may vary according to the type of supplier. Some suppliers try to attract customers rather than help retailers to sell. They give concessions to big retailers, in turn, they cut prices. Popular priced department stores, discount house those are price oriented choose these suppliers. Another group of manufacturers depend on dealer cooperation to survive. They support retailers with satisfactory mark up by means of contractual retail prices and

adjustments on cash prices when there are bad sales. Small retailers those depend on customer service, large departmental retailers choose this type of supplier. Suppliers of demanded products tend to obligate the buying of the other not demanded or slow selling items or high prices when there are not enough inventories (Wingate and Friedlander, 1963).

Retailers may return products to the suppliers back in terms of suppliers' return policy. The main mentality of this cooperation is risk sharing. Return policy can be beneficial for a supplier when it makes retailers compete intensely which means lower retail prices, greater sales, and larger profits for itself. Return policy of the supplier eliminate the inventory costs of retailers, so that retailer encourage to stock aggressively although there is an uncertainty in demand. When there are competing retailers and demand is uncertain, there is a trade-off between the more intense retail competition and the excessive stocking of a returns policy. A returns policy affects the manufacturer's profit in two ways. The returns policy increases the cost of overload inventory from the retailer to the manufacturer, for this reason give confidence to the retailer to increase stock level. The bigger inventory strengthens retail allocation, which benefits the manufacturer. On the other hand, the retailer orders stock according to the high demand, which is unnecessary comparative to an integrated channel because of the return policy. At some point, when uncertainty is sufficiently big, the manufacturer is financially in a trouble with a returns policy than not allowing returns (Padmanabhan and Png, 1997). These consequences of the retailer policy show that when there should be win-win concept to get a return privilege from the supplier. However, sometimes suppliers may apply this concept with one retailer but with another not, so they apply return policy only the retailer which is profitable for them, therefore unfair business competition arises.

Attitude and willingness of the supplier during to the business relations is another considerable characteristic of the supplier, this characteristic refers to understand retailer problems and bargaining position of the supplier on price and terms. Prices and terms have been always the top negotiation subject between buyers and suppliers for several reasons. Considering the department strategy buyers try to compose prices and terms to make a good deal. Supplier may offer market price and market minus price or market plus price; buyer should evaluate these in terms of his or her category needs. According to the power of retailer, evaluation of terms is changed. Some powerful, in good financial situation, retailers obligate suppliers to give more cash discount; on the contrary of this, small retailers in average or low financial situation ask for time to pay. During the process of buying both retail buyer

and supplier have to account for the problems of all departments, customers or even the drivers of transportation vehicles. Although the problems do not result big problems, both of them frayed because of these tiny problems, especially retail buyers are the experts and responsible of the products bought, always have problems with the other departments or with the managers so they don't want to work with the suppliers who don't understanding his or her problems. Arbuthnot (1997) studied the problems of the retail buyers encountered during their relationship. According to this study, Minimum orders requirements, Must buy, 6 months in advance, Incomplete orders, No notification of late shipments, Overcharge for shipping, Late shipments, Start and completion dates not observed, No notification of not in stock, No notification of canceled orders, Merchandise return policy, Defective merchandise, Substitutions, Sales representatives no longer comes to store, Poor quality, Poor fit, Vendors don't accept responsibility, Cancellation of back orders, Promise merchandise they can't deliver, Merchandise not the same as sample, Shipments of merchandise not ordered, Price change after order is placed, Shipment timeliness are listed as problems of retail buyers. Another important supplier characteristic is Innovative approach of the supplier. Buyers look for this characteristic because they want different services and products. This can be only possible when a supplier continuously innovate its services or products or other characteristics that will create superiority and originality for the supplier (Wingate and Friedlander, 1963). Innovative approaches of the supplier's is a performance indicator of supplier, testing of the products, research and development investments, technology that is used in manufacturing, management planning and control systems, quality control systems, maintenance programs and continuous improvement program are processes that are executed by supplier in order to progress innovativeness (Knotts et al., 2006). Innovation on product side is very important consideration for suppliers or manufacturers in order to sustain the growth and profits by satisfying the customer expectations and position in the market. Regarding to the product cycle, in the maturity or decline phase, the manufacturer or supplier should extend the life by the way of increasing the product line; realign the product to make it superior; create new product ideas to maintain revenue (Pellegrini and Zanderighi, 1991).

Buyers, who want long term relationship with suppliers, look for good financial situation of supplier which can be stated as an important characteristic of suppliers. Poorly organized production department indicating to the buyer that the manufacturer is unable to handle large orders in a reasonable length of time or his

technical ability is hardly enough or not enough that he will be long in business (Wingate and Friedlander, 1963) Financial condition of the supplier is considerable criteria for a retail buyer during buying decision process; Cash flow, Budgetary planning cycle, Budget update cycle, Cost accounting, Accounting, Financial planning operations of the supplier should be observed by the buyer in order to be sure that supplier is financially in a good position (Knotts et al., 2006). A retailer that considers marketing as a core function of its business direct its buyers to work with the suppliers those can afford to support this retailer. Because of this, Suppliers' Promotional support characteristic is so important for the buyers and so for the suppliers. This characteristic refers to Marketing Ads and marketing allowances. In today's retail environment, retailers became much more dominant and have pressure over the suppliers; as a result of this, the competition among suppliers increased, the successful private label brands also intensified this competition. The suppliers who want a retailer carry its products uses promotional tools. Promotional support can be described as a marketing tactic that is used in order to increase the attractiveness of the deal and also increase the customer demand by increasing the visibility of their products in retail stores. Promotional support create an advantage for the suppliers who has similar product with similar prices, if it is used properly, both supplier and retailer can benefit and cooperate in the long term. The promotions assist retail buyer to achieve the objectives for their store, the objective of the promotion support can be defined as maximizing the profit on the promoted item, building store traffic and increasing total store volume and also creating a favorable store image among customers (Park, 2004). Suppliers give allowances to the retailers in different ways. They may pay all or part of retailer's promotion expense, in turn; they may request usage of their cuts or layouts in these media. They may pay after they see the "tear sheets" of ads and presentation. Some suppliers give allowances based on buying quantities. Some suppliers support whole advertisement program in terms of money and counsel (Wingate and Friedlander, 1963). Marketing management of Supplier Company is very important performance indicator for Retailer Company. Marketing management of supplier company consists of Marketing plan, Marketing organization, Price determination, Market demand, Competitive product analysis, Promotional plan and Company orientation (Knotts et al., 2006). Line advertising and promotional support of the suppliers is a more considerable factor for cash and carries than the multiples (McGoldrick and Douglas, 1983). Delivery is the common characteristic that is requested efficient for all retailers in terms of timeliness of delivery and conformance of delivery to the specifications that are stated in the agreement. Timing and

conformance to the specs are very important factors for the retailers for which they set higher standards (Dandeo et al., 2004). Chasing up the deliveries and ensure the timeliness of delivery is one of the responsibilities of buyers so that buyers look for the suppliers who are reliable to provide agreed shipment dates or time (Wingate and Friedlander, 1963). A supplier characteristic that is consisted by supplier reliability, delivery timing and business consistency is important for the buying decision. Sixty six percent of cash and carry and fifty six percent of multiples buyers rated delivery as primary importance factor. Conformance of the delivery specs is the fifth most important factor (McGoldrick and Douglas, 1983). Service characteristic of the supplier refers to the Sales force support and Technical assistance of the supplier. All the expenses are paid by suppliers. Technical assistance is given by technical service of the supplier who assists the supplier for the installation, repair or warranty of the products. They can also assist supplier by dealing with the after sale problems of the customers. Retailers usually request from suppliers to be good organized in order to perform this service characteristic that brings them a proven reputation for quality and speed (Wingate and Friedlander, 1963).

All these factors are totally evaluated by buyers with the help of information coming from different sources. By composing these sources buyers create ideas about the right choice. Buyer's experience is the best source for future reference. In order to keep this experience not forgotten, there should be written reports that show vendor's demographic information and performance, this report should be updated within regular time intervals (Wingate and Friedlander, 1963). More experienced buyers used their own knowledge according to the less experience buyers so that more experience buyers used fewer information sources. Buyers who have less product specific knowledge use more external sources to fill the gap that was occurred because of the limited product knowledge. Although they have limited product knowledge they may have enough general buying experience which is needed to evaluate information sources (Kline and Wagner, 1994). More experience buyers are more loyal to their suppliers. (Hansen and Skytte, 1998) Store personnel or salespeople comments are informative for the buyer because Store personnel or salespeople are in direct contact with the customer and they may hear new products from customers and these products may be on advertisement media. Besides, stores are always in a competition with the other stores so that they control the market and inform buyer if there are new products in the market. Manufacturer's and supplier's salesmen, selling representatives, merchandise brokers are another

information sources for the retail buyer. These are always in a competition to reach buyer and present their product range, so that they give all the information that buyer need to the buyer. It is also an easy information source because these people give a chance to compare all the products in the market without too much effort. Buyer and sale person of the supplier interact by internet, telephone, face to face not only for the purpose of order but also after sale requirements. Parallel to this McGoldrick and Douglas (1983) observed that "The perceived competence of sales and national accounts personnel" was the sixth most important factor for the multiples and eleventh for the cash and carries.

Seminars and Workshops are beneficial for buyer to meet with the other buyers. Usually buyers exchange information about the resources they are in business relation or they don't want to exchange information because of some reasons. In literature seminars and workshops are stated as information sources in where retail buyer acquires information that may affect the buying decision process (Wingate and Friedlander, 1963; Arbuthnot et al., 1993; Briney and Gruben, 1993). Trade Advertising and directories are the points that contain Vendor Promotional materials, buyer can search these in order to see new suppliers or keep in mind the ones that he is already acquainted with. He may follow up new offers of suppliers. Marketing research is an important information source for a buyer that are executed by reporting agencies such as "Retail Reporting Bureau" shows the market situation like vendor's sales proportions.

The successful development and implementation of a retailing strategy is dependent upon good information. Marketing research enable retailers to make precise decisions and decrease the risk of wrong decisions. Marketing Research should be a continuous process, yielding information for planning and control. Unless it is done on a continuous basis, it often becomes concerned with the daily problems as opposed to the long range strategy planning needs of retailers. Marketing research is a series of activities: the definition of the problem to be solved, examination of secondary data sources, generation of the problem, generation of the primary data, analysis of data, recommendation and implementation of findings (Berman and Evans, 1979). Sellers use Trade shows and exhibitions as an opportunity in means of coming together with the people, especially with the buyers, who are freely examining the product offerings. Buyers consider the trade shows more important information source than the advertising in trade publications. There are two disadvantages of trade shows for buyers. Firstly, buyers cannot acquire information in detail because of limited time and secondly tradeshowes are under control of the

seller, buyers may decide which exhibits to visit but has no control of the products are exhibited. Trade shows are personal, providing face-to-face interaction. In trade shows, buyers are not only acquainted for the buying opportunities but also the can educate themselves, support the market and form a network with the other buyers, influencers and the industry association as well as the seller or exhibiter (Godar and O'Connor , 2001).

Another important consideration issue for the retail buyer is the market characteristics of the both supplier and retailer trading area. Market characteristics refer to the economic conditions of trading countries of supplier and retailer, besides the custom tariffs in trading countries. Mason and Mayer (1978) studied the market characteristics in their research. According to their research, economic conditions affect the retail buyers buying strategy. Shortages, which are an economical consequence, are one of the economic environment uncertainties that affect the retailer as follows:

- As a result of cutting lead times by producer, retailers must place orders farther in advance
- Low profit numbers will be discarded or cutback. Price lining at retail is obviously buffeted by these changes
- More retailers diversify as a result of shortages in inventory
- The acceptable size of the minimum order will tend to increase
- Retailers will be compelled to scour the world for scarce inventory, new sources of supply must be developed

Because of the acceptance of the liberal trade policies by most countries and the decrease of the numbers of trade barriers, the survival and growth of the modern organizations started to depend on the international buying decisions. Exchange rate fluctuations, trade regulations, complex documentation requirements, cultural

Differences, customs duties, different ethical standards, and complex distribution channels make domestic and international buying differs from each other (Katsikeas and Dalgic, 1995). Because of these retailers should consider some other criteria, such as market characteristics of the trading country of the retailer and the supplier, additionally. While evaluating the suppliers or the offers, this criterion should be considered. Import behavior of the company is affected from the country of origin of imported products or national location of foreign supply source (Katsikeas and Dalgic, 1995). The consumer's buying decision process is also affected from the country of origin of the product, but the retailer buyer should think not only from

consumer perspective but also from the import perspective that may cause problems.

Katsikeas and Dalgic, (1995) stated the importing problem of retailers as four groups which are: Internal-Domestic Problems, Internal-Foreign Problems, External-Domestic Problems, and External-Foreign Problems. Internal-Domestic Problems are the import problems that can be controlled by the company itself and it is based in the importer's country. The lack of managers with relevant knowledge; management's emphasis on the domestic market; the lack of managerial awareness of the value of importing; poor organization of firm's import function; and the lack of

Personnel qualified in international trading activities are given as an example of this group. Internal-Foreign Problems are also originated from the importer company itself but the difference between the Internal-Domestic Problems is that these problems are phrased in the foreign supply market in where the importer operates. Poor knowledge of foreign supply market characteristics; inadequate communication Internal-Foreign Problems Development with overseas trading counterparts; and high costs involved in international purchasing are stated as common examples of this type of problems. External-Domestic Problems are grown out from the external environment of the importer but are lived through within the home country of the company. The complexity of documentation requirements; restrictions imposed by home rules and regulations; high cost of capital to engage in foreign business activities; high import tariffs; and the lack of government assistance in coping with difficulties pertaining to relevant international trading activities were considered in this category. The last importing problems are External-Foreign Problems which are formed by external environment and rooted in the supply market target area. The lack of competitive prices of foreign products; strong foreign currencies; high transportation costs; poor quality of packaging of foreign products; the difficulty of overseas suppliers in meeting product quality standards of importing firms; inadequate after-sales services; foreign exchange rate fluctuations; shipping complexity and delays; and the lack of information on overseas supply sources are some examples of this type of problem.

2.4.2 Determining merchandise selection techniques

Among lots of alternatives, setting up the right assortment is not easy mission for a buyer. He should be conscientious and meticulous while merchandise selection and should follow a procedure. The main objective of the merchandise selection is to meet consumer's expectations and to differentiate own assortment with the other

retailers (Sternquist and Chen, 2006). Merchandise selection procedure starts with making contacts. Buyer may making contacts either by mail, telephone, interviewing with salesmen or through the resident buying office or visiting the suppliers. Buying through mail, telephone is usually done when style, quality, and price of the product are known; it is also applicable for the reorder of the known products. Buying from salesmen means that supplier brings the product to the store or office. Buyers should try to meet every salesman who wants to present his products, because in a competitive market, distinguishing from the other rivals is important and buyers may catch a very distinguished product in one of these product presentations. Buyers should attitude as an associate to salespeople; they should not see the salespeople as people who may deceive them. Spending one hour with a salespeople and getting his or her opinions is the best experience that he can get.

Another way of making buying contacts is buying through the buying offices. Buyers give what they need and leave the resource decision to the buying office. This type is good when detail scouting of the market is required. The last way of making contacts is visiting the market. Today, instead of waiting salesmen, buyers are now going to the market. It is the best way of finding the best prices, styles and widest selection, in addition to these; new resources may be found (Wingate and Friedlander, 1963). One of the considerable decisions in buying decision process is the new product selection. The meaning of “new product” varied between the boundaries of the meaning of the word “new”. It can be classified in three meaning: line extension, new but duplicated products and entirely new products. For a retail buyer new can vary as brand new or never before seen on the market to variety expansion and “me too” products, which means copy of a competitors products that are produced in order to avoid losing market (Marr and Thomas, 1999). Pellegrini and Zanderighi (1991) studied the new product concept and stated that the definition of the New Product may change according to the different circumstances; a manufacturer may claim that a product is new but it may not be new to customers or to retailers. In their study, they stated six different definition of “New Product” concept.

- New-to-the-world product: If a product create totally new market than it is called.
- New product lines: The products that make company to open a new product line which is already in the market
- Additions to existing product lines: New items that are added to the retailer's existing lines

- Developments or modifications in existing items: New products that replace the existing ones and have improved performance and greater perceived value.
- Repositioning: Products that already exist but are directed to new markets or market segments
- Cost reductions: New Products which have the same performance although they have lower costs.

While deciding on new items, buyer should be very selective because there are lots of alternatives. First of all, he or she should consider if it appeals to his clientele, because although the product is a good seller in somewhere else, it may not work out in retailer's trading area. Secondly, if a buyer wants to try a new, untried product, he should check the market response of similar ones and what kind of advertising media is used for marketing. After the product is tried for the first time, he should try to define new trends in the analysis of the new product sales. Thirdly, the item that is tried should be related to trends in the market. Sometimes it may be helpful to try not new but differentiated products.

Another important factor of what buyer should be careful is the problems that the customer will undergo. Buyer should predict or know the situation of the product after the customer's usage. In order to do that buyer may try to learn the construction and materials of goods. Buyer should balance price-quality dilemma because customers forget the price of the products that they buy. Addition to these packaging is very important by means of attracting customers and protecting the product. During the merchandise selection process, buyer should also analyze the stock relationships. Buyer should consider if the product that he thinks to buy sticks to the buying plan. If a product is so demanded, buyer should revise the buying plan, so that unexpected results will be predicted. A style which is already on stock or on a coming order shouldn't be bought. Reorder availability is important to determine before the purchase. Some vendors are not able to assure that the reorders can be supplied; they are producing according to the total reorder amount. After merchandise selection is finished, buyer should reconsider either by making a double inspection of supplier's line or get another's' opinion; or by making initial test purchase. A final consideration after merchandise selection is to decide on promotion of the items. Buyer should talk this with the supplier and try to get all the information (hardcopy, soft copy) that will help promotion of the product, from the vendor (Wingate and Friedlander, 1963).

While choosing new designs or products, it is also possible to specify new items, which is called “specification buying” in retail. In this buying type, buyer request modifications on the styles that are already produced. He may suggest the elimination of some parts to decrease the cost or he may request to increase the quality. Buyer’s decisions direct manufacturer to manufacture a special item but according to the retailer’s quality standards buyer gets help from the experts of the standards. For this buying type, suppliers or manufacturers request big orders in order to provide economic production. If a retailer meets minimum order quantities, become the owner of exclusive, differentiated product. One step after “specification buying” is private brands. This needs purchasing power, patience, and promotional expenditure for marketing and quality standards. After a retailer set up a successful private brand, they distinguished themselves in the competition and get freedom on pricing, there wouldn’t be brand owner pressure and that build the image of retailer (Wingate and Friedlander, 1963).

2.4.3 Determining whole sale price

One of the most important steps in buying decision is price negotiation. The price refers to the wholesale price that consists of the quoted price, discounts and transportation allowances. Discounts may be at the form of the size of quantity discounts, the size of promotional discounts and the size of annual growth discounts, discounts are rated as a mean rating between “strong” and “very strong importance” (McGoldrick and Douglas, 1983). On regular buying buyers try to buy the right good, at the right time, in the right quantities with the right price. Beside these when specials are subject to be purchased price is more important. Special goods are usually the staples of the retailer. During the negotiating of the wholesale price buyers should care of several considerations. First of all, buyer should estimate the retail price of the item that subject to buying. Estimating the retail price is not only mathematical calculation but also trying to guess the value through the customers’ eyes. Secondly, buyer should learn the cost factors of manufacturer so that he can decide if the product worth it. Thirdly, buyer should be aware of other suppliers’ prices for comparison. Another consideration is qualifying for a quantity discount. Discounts may be at the form of the size of quantity discounts, the size of promotional discounts and the size of annual growth discounts, discounts are rated as a mean rating between “strong” and “very strong importance” (McGoldrick and Douglas, 1983). Suppliers give additional discount according to the size of the order to encourage buyers to buy more. Buying through special situations is also a method that is considerable by buyer. For example; buying as cash and carry style

causes price discount. Ordering out of season is also profitable and economical for supplier so that they offer discounts however; out of season, supplier doesn't apply some discounts to all retailers so that buyer should negotiate very well and intensively. Another two price differentiation methods are private branding and specification buying that are already discussed in this research. Trade discounts are used by suppliers over the list prices. Retailer buyer should be aware of these discounts and these calculations. Most of the retailers try to reduce the costs providing special shipping instructions. In order to decrease shipment costs buyers may use several methods: They provide vendors to agree the costs and risk of the shipment; instant checking and control of the shipments are done against over billing, damaged or unconformity to the agreement. At this situation, every unconformity should be billed to the vendor; organizing the quantity according to the shipment vehicle. To use full capacity decrease the cost; choosing the right transportation vehicle, specifying transit insurance, developing better packing materials and methods; control of the product classifications on shipping document; audit of freight and express bills to prevent from discrepancies (McGoldrick and Douglas, 1983).

Bargaining is the common part of price negotiations. By bargaining both of the parts try to get satisfying terms and prices. Although the supplier always try to make buyer believe that he doesn't give concession to any other competitor, most of the time, the more bargaining bring more concession. During the bargaining process psychologically both of the sides define their limits. Buyer may say the highest price that he would pay for the product and vendor may say the lowest price that he would sell. They don't say these to each other but keep these in their mind. It is a rule for both of the sides, because of this rule while price negotiations both of the sides try to learn the other side limits. However when a buyer believes that the product worth the price that supplier offer and if his or her manager dictate a price limit, then he or she may tell this to the supplier, supplier may understand the buyer's problem and may reduce the price. Not only the prices dictated by management but also promotions, financial problems are the factors that might be shared with the supplier, supplier may understand the retailer's problems. The second rule, buyer may clarify the price that he or she can pay, this clarification may be resale value to customer, the state of the market, the season, the cost of producing the goods, the savings to the vendor in obtaining an usually large order, the need in the store to hold a big promotion at a requested price or any other factor that make the request of concession reasonable. Third rule is not to request from supplier to decrease all

prices. This is important in order to make supplier believe that he gains something as well. After some time passed from negotiation, and when everything is stuck, buyer may offer the middle price. Fifth rule of bargaining is negotiation about the terms and service. After agreement on price buyer may ask a cash discount or concession on terms and services (Wingate and Friedlander, 1963).

2.4.4 Determining vendor support during buying process

After the negotiations of price and merchandise, another negotiation is the support of the supplier. The degree of the support should be always questionable for retail buyers. There are several support ways. Sales force support is an important support for a retailer that may consists of training of the store sales people, incentive premiums for units sold, awards to sales people for selling the particular product, provision of the demonstrators. Payments to the salespeople are not always beneficial because if the retailer carries more than one brand salespeople focus on only the brand that pays extra money. Same problem may occur for demonstrator support, demonstrator may deceive customers which is dangerous for reputation. In order to solve these problems, salespeople should be warned about they are the personal of the store and demonstrators should be controlled. Promotion support is another considerable support. It can be in means of marketing support carried out by supplier and marketing allowances to support retailer. There are many ways to increase promotional effects on customers so that the attractiveness of the trade deals on retailers. Price off deals are seen in ineffective or not very profitable in the long run; beside this factor, allowances, provision of display materials and some other sales supporting materials or activities are used. Because retailers have own promotion strategies according to their customer target and product assortment, they have different preferences on manufacture's promotional supports (Park, 2004). Marketing of the supplier company does not only depend on buyer's agreement but also the supplier's own marketing strategy is important. However, big retailers and big suppliers usually make cooperative ads. Advertising mats, radio and TV scripts, blowup of manufacturers advertisement swatches of product material, visual displays, sales booklet are used to attract customers to the product. Beside these as sales promotion premiums, coupons, contests and deals are provided. Premiums are articles that are given to the customers who buy specific brands and usually banded to the main product. Coupons are distributed somehow to customers and customers may use them as a matter of cash or discount. Contests offer enormous prizes so that customer buys specified products. Deals are the combination of two or more already in sale products with a better price than the

total individual price of two or more items. Alternatively, supplier pay allowances in turn of promotional activities that are carried out by retailer. These usually take form of advertising but sometimes the shelf space or special displays in the store. Suppliers pay according to the buy of the retailer. They also control the process of advertisement and may sometimes request the usage of their name, their logo or they may want to set an agreement that shows the featuring of the brand name, the copy treatment and the size and cost of the space. This is a cooperative plan for both retailer and supplier. Both of them this cooperation reduces their advertising costs. On the other hand, from the standpoint of retailer, promotional activities are steered not because the product brings the best in return for promotion but because of the allowance that is got from supplier. Because of this, promotional activity turns out unsuccessful from suppliers point of view, they are never sure that the promotional activity will be efficient because it is up to retailer's performance (Wingate and Friedlander, 1963).

Financing and risk taking is another support of the supplier. Supplier finances the retailer by means of Credit Arrangement. In retail, most buying is done by open account, with 30 days payment. That means that after 30 days from invoice, bill is paid. Sometimes supplier may request cash on delivery (COD) that happens when supplier don't believe retailer will pay or supplier is in a manufacturing period so needs cash. Drafts are used as credit instrument. Another credit device is floor plan which is defined by Vernimmen et al. (2005) as "A floor plan is a loan for financing products with a high unit value sold by specialized retailers, such as cars, electrical goods etc". This credit is based paid if on sales, generally retailer should sell the items subject to agreement in 90 days otherwise should pay the rest. On this kind of situations buyers either decreases the prices dramatically so that they can take the costs of the goods back or may request vendor to take the goods back. Risk is always an important issue for buyer because he or she always tries to pass this risk to the supplier. Firstly, buyers may take a guarantee against price decline. Sometimes agreements are done 4 months before the delivery, and vendor may refund the price difference. Secondly, buyer may want to return the goods that are unsold. This happens in two forms which are consignment selling and the sale with the privilege of return. In consignment form, retailer acts as an agent, retail price is controlled by supplier and when there is unsold product, they turn to the supplier. Sale with privilege of return is executed by controlling the retail price by retailer. Buyer should be aware of the return policies that are applied to other competitors. Another shifting the risk strategy for a buyer is markdown insurance. In this form,

suppliers guarantee the markup or support buyer against markdown (Wingate and Friedlander, 1963). Markup is the difference between the wholesale cost and retail price of the product and obtaining an acceptable markup is the responsibility of the buyer by controlling costs and deciding on the retail price (Wagner et al., 1989). The fourth important support by supplier is "Controlling the inventory in the store". This support is executed by supplier in the forms of unit control system, counting stock and estimating fill in requirements, stocking the selling fixtures, displaying the goods and doing housekeeping, drop shipping to the store customers. Suppliers offer to the buyer controlling the inventory in the store, for example hosiery is an example to that. This support help buyer to concentrate on the purchase and promotions, also become supplier has expertise in the narrow line; they may do the job better. The supplier is also profitable because he or she is confident that his or her stock merchandised well; he or she gains knowledge of customers reaction; he or she analyses the demand and schedule the production (Wingate and Friedlander, 1963). Another type of financing retailer method is fee. There are several fees that are offered by suppliers or that are requested by retailers. For example anniversary fee is requested because of the celebration of a retailer's opening day each year. Another is the promotion fee that is requested for festivals, summer, middle autumn, discount, fliers, leaflet, poster, streamer etc. Shelf space, area, location, demo, end shelf fee is paid when the manufacturers or the suppliers want the whole unit and do not want to share it with the competitors. Point of sale information fee is defined as striking place fee (Sternquist and Chen, 2006).

2.4.5 Order procedure and vendor relations

After all the terms are agreed between both sides, according to the terms vendors are responsible to the delivery. By using an order form, in which instructions and condition of purchase take place. There are several types of orders that are classified according to how they are executed. Regular or stock orders, reorders, special orders (Satisfying the demand of individual store customers), advance orders, open orders, back orders. Signature on the order form is important in the light of showing confirmation. On some cases there needs to be merchandise manager, sometimes only the buyer's signature is enough. In small retailers, the control of the merchandise belongs to the buyer. On the other hand, in big retailer buyers capabilities are enough. Stores check these signatures when they receive delivery direct from the vendor and they have right to deny the delivery if the order form has no signature. Most orders are written after the buyer turns from the market without the pressure of the supplier. Buyers usually let their assistants to write the

order because they think this is a time consuming process and they should focus on the new opportunities. After the order is written, a last time check should be done if the buying plan is parallel to the order. Following up the orders is very important process because it may be possible that vendor does not deliver on time and this causes sales lost and fashion depreciation. Because of the importance of this, many retailers hire people to follow up the orders. After the delivery is done incoming merchandise should be checked according to the order and invoice. In small retailers, buyers may check the order but big retailer should have a checking department. Buyer's responsibility is to check the conformance of the delivery. He or she should check if the incoming items are identical item that he selected in the market, conformance to the samples; agree with style numbers, brand names, colors, sizes; agree with specifications. Buyer is the authority who decides on a situation of unconformity (Wingate and Friedlander, 1963).

Vendor relation is very important for efficient business for a retailer. Researches among both vendor and buyer side reveals that both sides see the other as unethical, ignorant of retailer's problems. In this relation, the stronger, force the other more. Sometimes retailer is the customer of supplier with %60 of sales so that supplier does everything to keep this relation. Sometimes the other way around happens and buyer is willing to pay more high price or bear the uneconomical requests of suppliers in order to carry the supplier's products. From the retailer standpoint, the degree of relations depends on the degree of conformance of vendor to the retailer policies. These policies are stated as Return, Price, Marketing, Quality, Inventory, Payment, Shipment policies (Wingate and Friedlander, 1963). The size of the organization affects the vendor selection criteria (Arbuthnot et al., 1993). This means that the policies of the retailer that are changed according to the size of the organization may influence the retail buyer during buying process. Return policy of the retailer shows the decisions about the return of the goods to the supplier back. Retailer may return the goods when a shipment after the due date, defective, not as specified, nor up to sample goods' shipment; shipment of the unordered goods; variance between the invoice of the vendor and retailer in means of terms and prices; different quantities occurs. Retailer' policy may also state the return of goods after the goods are allocated to the stores when supplier's return privilege and defective items occurs. Return policy may also be executed by cancellation the order when vendor cannot ship before the due date and vendor attempts to change the specification of the goods agreed. Another situation is that a retailer may execute the return policy is the unfair price concession of the supplier to

the other competitors that affects the price policy of the retailer as well. Price policy is a set of decisions that are used by retailers in order to price the merchandise considering to the profitability of the retailer and the satisfaction of the customers while adapting to a variety of constraints (Godar and O'Connor, 2001). Suppliers may affect this policy by giving unfair concessions to the competitors. As mentioned before strong buyers usually force suppliers to give low prices and because of the buyer's strength and in order to keep the buyer, supplier tend to give concessions. If a retailer's price policy is low price policy, concessions to the competitors affect its business negatively. Another important problem that affects price policy of retailer is resale price agreements. There are suppliers who want their retailers to sell their products on fixed prices. However, this situation doesn't conform to the price policy of some retailers because these companies prefer to be aggressive on price. Suppliers don't always request this for all lines, but for special items; because of this buyers, tend to check if the agreement conform to the policy.

Another consideration of retailer on price issues is the price decreases and increases. Suppliers may apply direct increases or indirect price increases consists decrease on marketing allowance, shifting transportation costs, lowering discounts. Marketing policy defines the organizations marketing activities. Marketing policy or strategy should state responses to the changing business environment by analyzing markets, segmentation and evaluating competitor offerings. Marketing activities are formed by considering the mix of product, price, promotion and place (Drummond and Ensor, 2005). Retailers tend to do cooperative marketing with the vendors. They often use newspaper or in store activities as promotional tools. The degree of retailer's involvement plays important role in this process. Retailers give allowances to these marketing activities however there may be discrimination between buyers, some may get more allowances. This makes retailers to be in a less competitive position in means of the marketing policy. Sometimes retailers may not use the allowances effectively in order to promote the product (Wingate and Friedlander, 1963). Highly fashion oriented or high price oriented retailers prefer to use store displays or fashion shows as a marketing policy. There is a relation between the price range of the products and the cost of the marketing expense on these products, the relation is that there is much more marketing investment on the high priced products. Low price oriented stores, typically use local newspaper inserts or in store price reduction deals in order to increase sales and reduce the inventory (Park, 2004). Because of this, supplier should understand the marketing policy of the retailer and according to that offer deals. Retail buyers should also consider the

marketing policy of their retailer and according to that modify their deals. Quality policy and price policy are versus to each other. Low price policy sometimes brings the low quality policy. However important factor for retailers is to have a serviceable quality. In order to get that, buyers request suppliers to provide reports from testing bureau. Sometimes retailers maintain their own testing laboratories. Inventory policy is the series of decisions that consider the inventory risk of retailers. Buyers are tend to buy always more than they need, because of this retailers set policies and expect vendors to agree with these policies. Some vendors don't take the inventory risk until the retail orders are received. Buyers want suppliers take inventory risk as much as retailer at least on the items that have the potential to order. The risk of stocking an extra supply is less for manufacturer or supplier than retailer because supplier may sell somebody else. Replenishment of retail inventories is a prerequisite to maximum sales (Wingate and Friedlander, 1963).

The performance of the retail operation and the success of the profitability of the company are affected from the inventory policy or situation of the retail company and this importance of the inventory is getting higher when the retailer increase the suppliers in cooperation and the number of the stock keeping units (Briney and Gruben, 1993). Payment policy is decided according to the financial power of the retailer and the economic conditions in the trading country. The length of the credit given by a supplier was rated as a primary importance factor by the multiple and cash and carry buyers (McGoldrick and Douglas, 1983). This reveals that retailer's payment policy is a pressure on buyer while deciding on buying because sometimes although all other factors are good for supplier, just because the length of credit is not appropriate for the retailer, buyer cannot decide on buying. This factor also may be considered as understanding the retailers' problems because supplier's willingness to work sometimes cause supplier to accept the retailers payment type. Shipment policy is created in order to control the shipment cost which is the cost determinant of both retailer and supplier; because of this, both of the sides try to shift this cost to the other side. Beside this, shipment is important for retailers planning. Due to these reasons retailer doesn't tolerate to the shipment failures (Wingate and Friedlander, 1963). Distribution channel requirements of the retailer are considered by the buyers during the buying decision. These requirements are the physical distribution system, storage space and transportation schedulers (McGoldrick and Douglas, 1983). These requirements of the company are named as Distribution and Shipment policy of the retailer in our model.

2.4.6 Pricing and selling merchandise purchased

Profitability and sales are the leading criteria behind buying decisions; the other factors indicate the degree of approach to these factors. (McGoldrick and Douglas, 1983) Inventory policy and pricing policy decisions for new items, which have an uncertain demand and have a limited selling season, is a challenging problem for retail managers. There are several reasons that make this problem challenging. Firstly, Retail buyer is not able to predict the demand at various price levels because of lack of solid information sources. Secondly, the decision problem does not only affect the short period after the decision is made, but also the future weeks will be affected because of these decisions. Third problem is the restricted reorder ability. The main selling season is not enough long to organize the reorders effectively. As a result of all these reasons any inventories that remain at the end of the season have relatively less value according to the beginning of the season (Subrahmanyam and Shoemaker, 1996). Because of these, retailers execute several strategies in order to sell the products.

Pricing is not the most important purchase or rejection factor but great common tactically manipulative selection factor. Decreasing the price is a sure way of increasing the demand; however price is a factor that is compatible. Management sets price policy in order to limit the buyer's limit the buyer's freedom of pricing. The main idea of price policy is to be able to compete in the market. Considering the price policy, retail management requests from buyers consider margins in order to cover expenses and costs. Initial markup is the profit which is a key factor to control the buyer's pricing. Initial markup is the difference between invoice cost and original marked retail or selling price and usually expressed as a percentage of the original retail. Besides this profitability calculation, there are many other calculations which are calculated in different stages. These are; Maintained markup, gross merchandising margin, contribution toward overhead, net operating profit from merchandising operations, net profit before taxes, net profit after taxes. Each product group needs special pricing which shouldn't be forgotten by retailer buyer. For example; retailers, who carry standard goods that are manufactured and sold by many other retailers, are in the middle of intense competition. If the price is too low to cover the total of retailer's cost of goods and operating expenses, the item may be called low importance. They may usually are submerged in a display of substitutable products which brings the goal of discontinuance. If there is a high demand of this kind of products, they are usually used as 'price image' factor. Addition to price image, in order to gain low price image some goods are sold at

cost or below cost. By this way, retailer draw the traffic to the market and sales of other products justify the overhead. Another pricing style is created by tradition and differentiation which means that much pricing is done by habit, custom and tradition. Dresses are retailed by fixed prices. Buyers only have freedom of pricing when they have exclusive products, otherwise they price at points commonly accepted over the years by competitors of their own class because they have similar expense structures. There are several factors those should be considered by buyer during pricing.

Firstly, cost factors and total cost should be calculated. Cost factors can be defined as total of expenses and costs that are related with the product to be priced. Secondly, contracts limit the buyers while pricing. Supplier has the legal right to set minimum retail prices. The third but not least considerable factor is demand. There are some considerations that should be followed by buyer. In order to compete, regardless the cost and normal markup, buyers should check the prices in the market and should hold the price close to the competitive level. Second consideration of demand is the degree of the exclusiveness of the product. If buyer believes that the product is pure exclusive, that he may have freedom on pricing. Thirdly, buyer should find the correct value as seen through the customer's eyes. Another important consideration is to price according to the accepted price lines. Sometimes customers have stereotyped ideas about the prices, buyers should be aware of these. The fifth important consideration is the price policy of the retailer. Some retailers insist on under selling which means that they always try to sell on market level. Some retailers sell above the market line because of their prestige and special services (Wingate and Friedlander, 1963).

Buyers use price lines that are determined before the pricing, in order to make the merchandise assortment simple. Price lines mean that, against the cost intervals buyers define prices so that buyers do not need to calculate each price. There are some principles that buyers should consider before price line determination. All lines should be set up considering to past sale reports and information from competitors and buyers should determine high, low and medium lines. The price of a product is changed several times during the products lifecycle. Usually markdowns occurs because of the reasons like buying the wrong item, buying too much of the right item, reordering too late in the season, wrong color and size assortment, high pricing, under pricing and shopworn merchandise. Beside the causes above, buyers use re-pricing as a promotional tool. Although buyer calculated everything precisely and bought the right product at the end of the season some product remain and

these are sold by markdown price. In order to use markdowns efficiently as promotional tool, there are some principles those should be considered. First of all, markdown should be done while there is still active demand. However for the luxury retailers early markdowns confuse and upset the customers. Secondly, in order to appeal customers the support of advertising display and personal salesmanship is so important. Thirdly, the width of markdown should be decided carefully it should be large enough to cover all items that need markdown but shouldn't over the items that can sell at normal price. The fourth principle is the determination of the right markdown product. Some products like milk response against 1% reduction however a textile product doesn't response low discounts. The fifth principle is the markdown price determination. Some products cannot succeed at some high price lines; so that, this kind of products should be decreased to one lower price line. For some products, especially seasonal items there need clearance; because of this, these items should be decreased special clearance prices.

Buyer's responsibilities are not finished after pricing; selling is one of the most important responsibilities of buyers. In retail, if the products are bought correctly, which means in the correct time, from a correct source, with a correct price, the half of the inventory would be expected as already sold. But the other half is also important. Selling is a responsibility of the buyer although some chains let the stores price the products for purpose of local competition. Although advertising, display and publicity functions of retail organization are delegated to special division, buyers involve some decisions of timing, of actual goods to be promoted and of emphasis to be placed on individual products and categories. It is always difficult to separate the responsibilities of buying and selling in retail organization. One of the strategies used by retailers while organizing the selling and buying is assigning responsibility for both buying and selling to one individual. This strategy leads to lack of concentration both selling and buying. One solution to this problem is to leave salespeople in the merchandising division but to have them no longer under the buyer. Buyers are thus to be free of selling supervision but coordination of the buying and selling activities of each department was assured at divisional merchandiser level. Separating buying and selling functions result some pros and cons. The responsible of each function naturally would blame each other for failures in the functioning of the integrated whole. Although there will be conflicts and discussions regarding to the organization of buying and selling function, there would be responsibility of the retail buyer in selling function (Wingate and Friedlander, 1963).

Retail buyer analyzes the customer preferences before he or she buys the products, because of this he or she has knowledge about the characteristics of the products that appeal customers. For example, if the product of the item is dominant among the other characteristics of the product, than the retail buyer should insist on emphasizing the price in advertising, display and personal selling. Similar to this situation he may also request the emphasizing of the style, color, brand, exclusiveness or any other feature (Wingate and Friedlander, 1963).

Timing is another involvement point of the retail buyer to the selling function. Wingate and Friedlander, (1963) defined timing as “An important element in determining the utility value which customers will place on offered products. Timing may be a matter of featuring something brand new or something in the height of popular acceptance. Either way, the buyer is the specialist who must determine this in his purchasing and who should insist on its due emphasis in the promotion of what he has bought.”

Central buying makes retailers to delegate the merchandise presentation for the customers to the sales management rather than buying. But the buyer’s knowledge about the products put him or her in a strategic position to develop standardized plans for each of selling units. Customer’s behaviors during shopping in store tend to be self selection of the products. Therefore, arrangement and display of the products in the shelves become so important in means of providing a selling atmosphere in which customer can make comparisons and even decisions before they require the attention of salespeople. The developments in computer technology increased the importance of the electronic point of sale (EPOS) technology by retail buyers. This technology helps buyers to see statistics about selling of items quickly. It also help buyers to organize the “Open to Buy” reports and decide on re-order quantities considering the actual sales (Swindley, 1992).

3 ANALYTICAL HIERARCHY PROCESS (AHP)

3.1 Decision Making Process and AHP

People are basically decision makers. In daily life, every movement which is done deliberately or without thinking is because of the decisions. In order to evaluate the events and to make decisions according to our evaluation during the day, there need to be information of which hundred percent useful (Saaty, 2008). Managers need the right and reliable information during the decision making process also in this process the best decision depends on the degree of the usage of the scientific measures. Decision making is the one of the most important processes of the business environment and the companies spend big amounts of money for these processes. Generally speaking, decision making is the selection of the appropriate choice among the other alternatives according to at least one purpose or criterion. So that decision maker, alternatives, criteria, results, environment and the priorities of the decision making are the elements of decision making problem (Dagdeviren and Eren, 2001). Criteria and sub criteria, in decision making, are used to rank the alternatives of a decision. Priorities should be created not only for the alternatives with respect to the criteria or sub criteria regarding to which they need to be evaluated, but also for the criteria regarding to a higher aim, or if they depend on the alternatives, then regarding to the alternatives. It is possible that the criteria is intangible, and it is not possible to measure in order to rank the alternatives, and creating priorities for the criteria themselves in order to weigh the priorities of the alternatives and add over all the criteria to obtain the preferred overall ranks of the alternatives is a difficult undertaking (Saaty, 2008).

The characteristics of decision making process may be stated as below (Saaty, 1995):

- The construction of the decision making approach should be simple
- It should conform not only to the singles but also the general
- It should be natural to the reality and the perception
- It should encourage the reconciliation and the unanimity
- It shouldn't be so detailed that causes a deep expertise
- The detail of the decision making processes should be easily reviewed

Most of the companies spend time and effort in order to analyze and gather the information for the decision making process. It takes less time to evaluate the alternative approaches. The results of the analysis are perceptual evaluated in order to get the results. The previous researches showed that, although the most of the perceptual made decisions are enough for the daily problems, for the complex and vital decisions it is not enough itself. The companies, who use the recent decision support systems, are leading to the global business relations and get advantage in competitive environment. Analytical Hierarchy Process (AHP) is one of recent modern decision support methods (Kuruüzüm and Atsan, 2001).

The AHP method, introduced by Saaty (1980), express how to establish the priority of a set of alternatives and the relative importance of criteria in a multiple criteria decision making problem, and has been extensively discussed in a variety of aspects. The consideration area of AHP is not only the qualitative but also quantitative approaches. AHP researches and combines these approaches into a single experimental inquisition. Qualitative method is used to decompose an unstructured problem into a systematic decision hierarchy; on the other hand quantitative approach utilizes a pair-wise comparison to perform a consistency test to validate the consistency of answers. Handfield et al. (2002) defined AHP as “A tool for helping managers structure the problem of integrating environmental dimensions into supplier evaluation and selection decisions, resolve trade-offs and better screen and assess supplier environmental performance”. By the help of AHP managers may make more effective decisions via to considering all the options in means of their relative importance. Narasimhan (1983), Nydick and Hill (1992), and Partovi et al. (1989) recommend usage of the Analytical Hierarchy Process (AHP) method for supplier selection problems.

AHP was suggested by these researchers mainly because of its fundamental qualifications to handle not only qualitative but also quantitative criteria those are used in supplier selection decisions. Besides, AHP can make easy the decision making process. By the help of hierarchical structure the problems are pictured analytically in means of criteria and sub criteria by the team who evaluate the problem (Gnanasekaran et al., 2006).

AHP is applied many business decision problems. In management, in order to carry out daily work flow, decision makers choose the best decisions among the alternatives. Management decisions become more important because of the productivity of the organization. Sometimes decision making can be the most important part of the function of the organization because a company cannot live

without effective decisions. In today's organizations, the managers who think that they can manage the organization with irrational decisions started to lose their seats, instead of these managers more rational managers started to take place. While decision makers in organizations make decisions, they should follow the four step process. These processes are: determining the problem, listing the alternatives, determining the expected results of each alternative, comparing the results of each alternative and choosing the best one. AHP is a method that assists the decision makers in each step of these 4 processes. Because of this organizations use AHP in order to solve management problems like: management modeling, Total Quality Management, Accounting, Finance, customer selection, personnel evaluation, computer software evaluation, project selection, strategy selection, and investment decisions (Kuruüzüm and Atsan, 2001).

Weber et al. (1991) studied the quantitative approaches to supplier selection decisions and linear weighting models, mathematical programming models and statistical/probabilistic approaches are reviewed in Weber's study. Nydick and Hill (1992) studied AHP in order to structure the vendor selection process. Weber and Current (1993) developed a multi-objective programming method to help the buying manager in vendor selection decisions. Ghodsypour and O'Brien (1998) proposed an integration of an AHP and linear programming model in selection of the best supplier. Yurdakul and İç (2000) evaluated the companies who apply in order to get credit with the help of AHP. Tam and Tummala (2001) used AHP in order to solve the supplier selection problem in Telecommunication Industry. Boer et al. (2001) reviewed decision approaches that are studied in the literature in means of supplier selection process by showing appropriate operations research methods such as data envelopment analysis, total cost approaches, linear programming, linear weighting models, statistical methods, artificial-intelligence-based models which have been used in the buying literature. Karpak et al. (2001) built up a visual interactive goal programming model to solve a multiple-replenishment purchasing problem. Bhutta and Huq (2002) studied supplier selection decision by reviewing two approaches (AHP and TCO). Handfield et al. (2002) proposed an AHP model that included relevant environmental criteria in supplier selection decision and illustrated the use of the Analytical Hierarchy Process (AHP) as a decision support model to help managers understand the trade-offs between environmental dimensions and then demonstrate how AHP can be used to evaluate the relative importance of various environmental traits and to assess the relative performance of several suppliers along these traits. Kahraman et al. (2003) used fuzzy analytic

hierarchy process (AHP) to select the best supplier firm providing the most satisfaction for the criteria determined Cebi and Bayraktar (2003) structured a supplier selection problem using an integrated lexicographic goal programming and AHP model. Dogan and Sahin (2003) studied the activity-based costing approach. Zhang et al. (2004) formulated AHP-based model and apply to a case study to examine the function in third party logistic provider vendor selection. Feng et al. (2005) studied „Vendor Selection“ which based on fuzzy decision theory and characteristics of supply chain management, proposes a comprehensive evaluation method for optimal combination selection among candidate vendors and outsourced parts. Gnanasekaran et al. (2006) developed a supplier selection process, which will be more effective for continual process improvement and is based on a case study carried out in a leading automobile component manufacturing company. The Analytical Hierarchy Process (AHP) method is formulated and applied in this case study to develop the effective supplier selection. Ramanathan (2007) proposed a methodology to integrate the total cost of ownership (TCO) and the analytical hierarchy process (AHP) approaches for selecting appropriate suppliers for a firm. Sevkli et al. (2008) proposed a new approach called “analytical hierarchy process weighted fuzzy linear programming model (AHP-FLP)” for supplier selection. From the literature it can be seen that AHP is the one of the popular supplier selection methods.

3.2 Creating AHP Framework

The AHP approach is based on three principles of methodical processes: 1) Constructing hierarchies, 2) Establishing priorities, and 3) Reasonable consistency (Saaty, 1995).

1. Structuring Hierarchies

The first step in AHP is to work on the decision problem in order to decompose it and then try to build a hierarchical structure from the criteria or sub criteria. Saaty and Vargas (2006) studied this problem and reviewed that the most creative and influential part of decision making is the structuring of the decision as a hierarchy and they stated that the basic principle to create a structure is to know the answer of “Can I compare the elements on a lower level in terms of some or all of the elements on the next higher level?” And to proceed on structuring the hierarchy, there should be some steps:

- (1) Decision maker should recognize the main goal and clearly state. Question of this step is: "What are you going to accomplish?" and "What is the main problem?"
- (2) Decision maker should identify the sub-goals of the main goal. Time prospects that affect the decision may be identified.
- (3) Decision maker should identify criteria that must conform to the sub-goals of the main goal.
- (4) Decision maker may reveal sub-criteria under each criterion. Criteria and sub criteria may be defined as values of parameters or as verbal intensities such as medium, high, low.
- (5) Decision maker may state which actors involved to this process.
- (6) Decision maker may state identify the actors' (macro environmental forces) goals.
- (7) Decision maker may state identify the actors' policies.
- (8) Decision maker may state identify the alternatives or results (Saaty and Vargas, 2006).

Saaty and Vargas (2006) gave an example to a basic hierarchical structure which is illustrated in Figure 3-1. The above steps are the guidelines within a structured hierarchical model. Different approaches can be used to build the hierarchical structure; however, the most successful way to structure a hierarchy is brainstorming by the stakeholders.

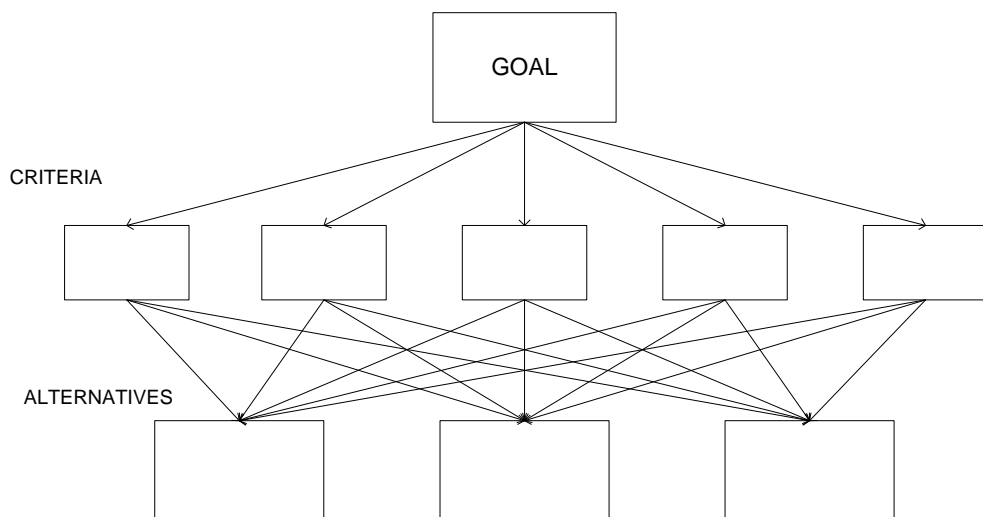


Figure 3.1 : Three level hierarchy framework design

Decision maker should be careful during the structuring the hierarchy (Saaty, 1990):

- 1- The structure should present the problem in a best way.

- 2- All side factors that affect the problem should be considered.
- 3- All the information sources that may help the solution should be considered
- 4- All the participators who will be in the problem process should be defined.

2. Setting Priorities

The second step in using AHP is to set the priorities and weights for each element. The elements of each level of the hierarchy are rated using the pair-wise comparison approach. The actors' comparative decisions between the paired goals build the basic pair wise comparison according to the relative importance of one goal over another. Within goals, there should be $n(n-1)/2$ possible paired comparisons (Basarir, 2002). Paired comparisons are asked to the respondents in order to define which goal or criteria in the pair are more important to him/her. Saaty's scale of measurement for the paired comparisons uses the verbal comparisons to determine the weight of criteria by translating the verbal comparisons into the numerical value of the scale. The scale of measurement, which is used to extract the comparisons recommended by Saaty (1990) are presented in Table 3.1. After all criteria have been compared with the priority scale pair by pair, a paired comparison matrix is formed which is figured at Figure 3-2 by Saaty (1990). The matrix is given as:

$$A = (a_{ij}) = \begin{bmatrix} a_{11} & a_{12} & . & . & a_{1n} \\ a_{21} & a_{22} & . & . & a_{2n} \\ . & . & . & . & . \\ . & . & . & . & . \\ a_{n1} & a_{n2} & . & . & a_{nn} \end{bmatrix} \quad (i, j = 1, 2, \dots, n)$$

Figure 3.2 : Paired comparison matrix

The entries are defined as below(3.1)

$$a_{ij} = \alpha, \text{ then } a_{ji} = \frac{1}{\alpha}, \alpha \neq 0 \quad (3.1)$$

If element j judged to be of equal important as element i $a_{ij} = a_{ji} = 1$

A vector of weights $w = (w_1, w_2, \dots, w_n)$ is then computed. If the decisions were completely reliable ($a_{ik}a_{kj} = a_{ij}$) then the entire matrix would contain no error, and could be expressed as $a_{ij} = w_i/w_j$. In this case, the final weights can be expressed as **(3.2)** :

$$W_i = a_{ij} \div \sum_{k=1}^n a_{kj} \text{ for all } i=1,2,\dots,N \quad (3.2)$$

There are 3 axiom of this method. The first axiom is to be the two sided axiom which claim that if A is 5 times bigger than B, then B is times smaller than A. The second axiom is homogeneity, which stated that the compared items shouldn't differentiate too much because the judgments may cause failure. The third axiom is the independency which defines that the elements on one stage should be independent from the other stage, so that the priorities wouldn't change when new alternatives are added to the model (Kuruüzüm and Atsan, 2001).

While solving a classic AHP problem, if there is no opportunity to solve with the computer, four methods was developed in order to find the relative importance vector (Yagci, 2002):

1. All elements in the same row are summed and each sum is divided to the total sum of rows, so that normalization is done. A new vector is created and in this new vector, the first element shows the characteristic of the first element, second new element shows the second element's characteristic and the nth new element shows the nth element characteristics. This method gives the roughest prediction among the four methods.
2. All elements in the column are summed and the opposite of the sums are taken. Each of the opposite sums is divided to the sum of the opposites, so that normalization is done.
3. Each element of the column is divided to the sum of the column, so that the elements are normalized. Each element of the new row is summed and this sum is divided the number of the elements in one row. So that a mean is got from the normalized row.
4. N pieces element in the row are multiplied to each other and the nth degree root of this product is calculated. So that normalization is done.

Table 3.1 : Saaty's scale of measurement for pair-wise comparisons

Intensity of Importance	Definition	Explanation
1	Equal Importance	Two activities contribute equally to the objective
2	Weak or slight	
3	Moderate importance	Experience and judgment slightly favor one activity over another
4	Moderate plus	
5	Strong importance	Experience and judgment strongly favor one activity over another
6	Strong plus	
7	Very strong or demonstrated importance	An activity is favored very strongly over another; its dominance demonstrated in practice
8	Very Very Strong	
9	Very strong Extreme importance	The evidence favoring one activity over another is of the highest possible order of affirmation

3. Consistency

Consistency is not guaranteed in any measurement type. Even in the measurements that are done by the help of measurement tools, experimental failure or measurement tool failure can be encountered, so that this situation causes inconsistent results. For example the failure may be occurred as weighting problem; although A is heavier than B and B is heavier than C; C can be measured as heavier than A. This result may be occurred because of the closes weights of A; B and C and the measurement tool is not sensitive to be able to measure the difference. In consistency problem create big consequences for some problems. For example, inconsistency of a drug which is obtained by the mix of two chemical objects, usage of the wrong proportion may lead to catastrophic consequences (Saaty, 1990).

Second problem that decision maker may experience is the difficulty of fitting measures to the system that largely constant and permanent. It is impossible to measure the features that changing often. The third and last problem during the decision making process by the help of AHP, is creating the appropriate circumstances to create the structure of the problem and determining the priorities. After determining the hierarchy, decision maker should make face to face survey with the related people. These related people should be the people who do have to be experts of the problem but they should even know something over the problem. However, it is so difficult to determine the priorities by the paired comparison and to solve the problem because people always give inconsistent responses (Ayyıldız, 2003).

Errors in judgment are common; therefore, the consistency ratio (CR) is used to measure the consistency in pair-wise comparisons (Saaty, 1994). Saaty proved that for common matrix, the largest eigen value is equal to the size of comparison matrix, or $\lambda_{max}=n$. Then he gave a measure of consistency, called Consistency Index as deviation or degree of consistency using the following formula (3.3):

$$CI = \frac{\lambda_{max}}{n-1} - \frac{n}{n-1} \quad (3.3)$$

We use this index by comparing it with the appropriate one. The appropriate Consistency index is called Random Consistency Index (RI).

He randomly generated reciprocal matrix using scale $\frac{1}{9}, \frac{1}{8}, \dots, 1, \dots, 8, 9$ and get the random consistency index to see if it is about 10% or less. The average random consistency index of sample size 500 matrices is shown in the table below:

Table 3.2 : Random consistency index (RI)

n	1	2	3	4	5	6	7	8	9	10
RI	0	0	0.58	0.9	1.12	1.24	1.32	1.41	1.45	1.49

Then, he proposed what is called Consistency Ratio, which is a comparison between Consistency Index and Random Consistency Index, or in formula (3.4):

$$CR = \frac{CI}{RI} \quad (3.4)$$

In general, the smaller the value of CR, the smaller is the variation from consistency. Saaty (1995) also recommends acceptable CR values for different matrix sizes; these CR values are:

1. For a 3 by 3 matrix, the CR value should be equal to or less than 5%
2. For a 4 by 4 matrix, the CR value should be equal to or less than 9%
3. For a larger matrix, the CR value should be equal to or less than 10%

Sometimes the CR value may be more than 10 percent, in this situation the judgments are to some extent accidental and should be revised. There are three methods in order to make these revisions:

1. First method to improve the CR value is to ask participants to develop the quality of their decisions in making pair-wise comparisons by providing another set of answers.

2. Second method to improve the CR value is an arithmetic method (compute the geometric mean of the element in each row) as suggested by Saaty (1980). However, using these methods may modify the first judgment used by the respondents. For that reason, if the results of the original consistency test are too far away from the tolerable consistency, this method should not be used.
3. If the above two methods fail, then the last alternative is to stimulate the decision hierarchy. The objective here is to develop a new hierarchy structure which results in more consistency in the pair-wise comparisons of elements in the decision hierarchy.

AHP allows evaluating more than one person's judgments. It is a fact that, all the participants in a group judge all the criteria so that these judgments should be combined in an agreement. In this type of situation, some methods are suggested:

1. To acquire an agreement over the problem by the way of discussion
2. To get help from a facilitator who will combine the judgments of the participants in an agreement.
3. To use geometric mean to sum the each paired comparison

3.3 Contribution and Restrictions of AHP

Although AHP is used extensively in literature, it has been criticized on both theoretical perspective and application. These critiques are listed below (Kuruüzüm and Atsan, 2001):

- Rank reversal fact should be considered carefully during the application of the AHP method. It defines the changes of the order of the judgment alternatives when a new judgment alternative is added to the problem. Validity of the rank reversal is still discussed in literature.
- Subjective nature of the modeling process is a constraint of AHP. That means that methodology cannot guarantee the decisions as "Definitely True".
- When the number of the levels in the hierarchy increase, the number of pair comparisons also increase, so that to build the AHP model takes much more time and effort. Despite the computer softwares that minimize the time and effort, it is claimed that the other methods need less time and effort.

Beside these critiques, the contributions of the AHP are stated below (Kuruüzüm and Atsan, 2001):

- AHP provides an easy applicable decision making methodology that assist the decision maker to precisely decide the judgments related to the main goal.
- It has a structure and process that simplify the complex problems.
- Increase the intelligence of the decision maker in terms of the definition and factors of the problem.
- Either objective or subjective considerations or either quantitative or qualitative information play an important role during the decision process.
- Decision maker can analyze the elasticity of the final decision by applying the sensitivity analyzes.
- It is possible to measure the consistency of decision maker's judgments.
- It appropriate in group judgments.
- Computer software help decision makers to apply AHP fast and precisely

Super Decisions and Expert Choice are softwares that can be used for decision-making with dependence and feedback. Such problems often occur in real life. These softwares solve the Analytic Hierarchy Process (AHP) that uses the same fundamental prioritization process based on deriving priorities through judgments on pairs of elements or from direct measurements. This program let decision maker see the decision problem in a simple and clear form, make the paired judgments, measure the priorities. It let decision maker to make single or group analysis. In this research, because it is freeware, Super Decision is selected as decision software.

4 METHODOLOGY AND PROCEDURES

During the methodology both quantitative and qualitative data is obtained in order to support the research. The Figure 4.1 shows the research flow of this study.

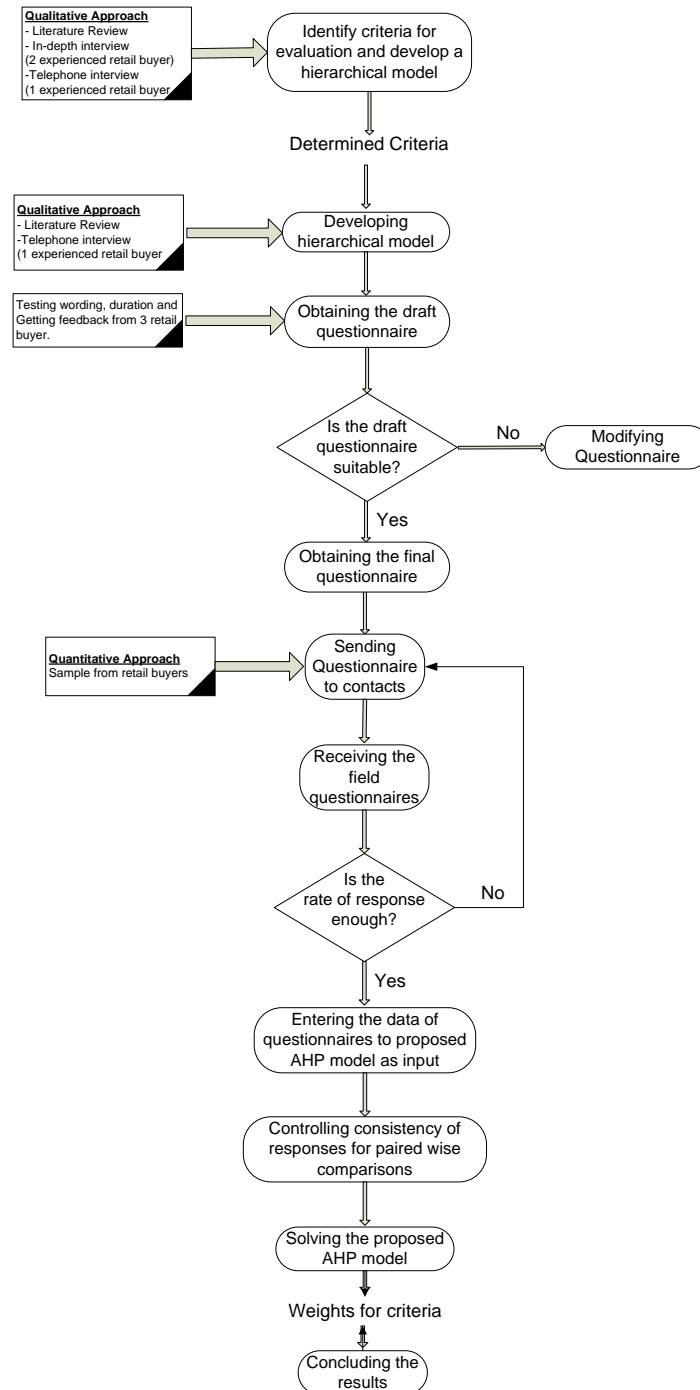


Figure 4.1 :The flow chart of this research

4.1 Research Design

The methodology employed in this study is a combination of qualitative and quantitative research involving three steps. The first step was to identify the criteria by the help of literature and depth and telephone interviews with the professional retail buyers for the evaluation of vendor selection in retail buying in Turkey and build an evaluation model using a qualitative approach. The second step was to ask professionals to assess performance across criteria by the help of paired comparisons. The third step was to determine the priorities and weights of the criteria by using the AHP approach. Although this procedure is not an ideal design for this type of a research, population size and characteristics; time constraints and difficulties to reach the population required modifications to ideal design. As a difference from ideal design, validation of the criteria in the evaluation model by using Confirmatory Factor Analysis wasn't conducted in this research. T

4.2 Identify Criteria and Develop a Hierarchical Evaluation Model

At first step, in order to identify criteria those involve retail buying decision process, literature is extensively searched. Secondly, in order to gain deeper insights about retail buying process depth interview with retail buyers are undertaken. Thirdly, in order to take help while grouping the criteria and provide content validity, telephone interview with a retail buyer. Finally, all the information coming from literature, telephone interview, indepth interview are combined and the hierarchical model is developed.

4.2.1 Sampling for in-depth and telephone interviews

Sampling is the study of a representative subjective of a precisely defined population in order to understand the whole population. Retail buyers who work in organized retail chains are relevant to this study. Purposive sampling was used to select the experts from retail buyers. Selection of participants was based on their international buying experience, and knowledge in the retail buying. Due to budget limitations, in-depth interviews of only two experts for indepth interviews and only one for telephone interviews were conducted. One of the Indepth interview respondents is a manager in a hypermarket retail chain; he has at least 10 years experience in retail buying in different retail chains. During his experience, he was involved international buying as well. The other indepth interview respondent is a Specialist Buyer in a speciality store and he has 5 years international buying experience in different retail types. Telephone interview was undertaken with a

Buying manager in a speciality store who has 6 years buying experience in same company.

The in-depth interview has several reasons to use: 1- no peer pressures; 2- no potential influence or contamination by other respondents; 3- some respondents find it easier to deal with sensitive issues in a one on one clinical setting; 4- each respondent gets equal time and 5- easier to schedule interviews at offices (Mariampolski, 2001).

4.2.2 Develop a hierarchical model

Previous studies have shown that although core offering of the supplier is the product, supplier also must satisfy the buyer some other requirements. This is a priority of the buying decision before the products are expected and stocked (McGoldrick and Douglas, 1983). Because of this reason, in our model we divided the product characteristics and supplier's characteristics from each other in order to see the suppliers' other requirements clearly. Arbuthnot et al. (1993) calculated the "Factor loadings" for "Merchandise and Vendor Selection Criteria" and as a result of this study they stated that aesthetic factors, quality, fashionability and vendor Characteristics are important for vendor selection. They considered Design, Fabrication of the product, Color, Aesthetic quality as sub criteria of Aesthetic Factor. In our study, we stated "Aesthetic Factor" as a main sub criterion of Product's Characteristics. Instead of the Aesthetic quality, we considered "packaging design" as sub criteria of Aesthetic Factors with the other sub criteria: Design of the product, Color of the product, Fabrication of the product. In depth interviews aesthetic quality is considered as a part of overall quality. Packaging is a very common criterion that is considered in buying decision process and it appeals customers to buy the product (Wingate and Friedlander, 1963) which is an aesthetic characteristic of the product. We considered quality with the sub-criteria: Construction of product, Quality of Packaging, Durability, Functionability; which is similar to the "Quality" grouping of Arbuthnot et al. (1993). They grouped Construction of the product, Fit (which can be defined as Durability and Functionability as well). Another important sub criterion of the product's characteristic is "Profitability of the product". Silva et al. (2002) stated that "Profit in its various forms and also sales volumes are indicated throughout the literature as very important criteria in the decision-making process". The buyers who are participated to the depth interviews also mentioned that for some basic items Profitability is the most important decision factor but for Branded products, profitability cannot be the most important factor because of the customer demand to

these items. Selling Price, Product Mark up, Product Costs, Discounts of Product are the factors that we defined as sub-criteria of the “Product Profitability”. Selling Price is also important for customer demand. These sub-criteria are defined in previous chapters. The other sub-criteria of “Product’s Characteristics” which are stated in our research are: Seasonability, Fashionability, Country of Origin, Terms of sale of the product, Brand, Minimum order quantity of product. Seasonability is the conformance of the product to buying date in means of winter products, summer products, back to school products, Valentine’s Day products, Christmas Products etc. Fashionability is the conformance of the products to the customer tastes which changes time to time (Wingate and Friedlander, 1963). Country of Origin mentions country in where it is produced. Import behavior of the company is affected from the country of origin (Katsikeas and Dalgic, 1995); besides, customer product selection is affected from this factor (Wingate and Friedlander, 1963). In depth interviews Terms of sale of the product is revealed as a problem during buying negotiations. These terms are obliged by suppliers according to the product type. For example, suppliers may oblige different terms of sale for the high demanded items and this situation may affect the buyers buying decision just for those items. Brand is a common decision factor in retail buying literature. Brand perceptions of the consumers influence consideration, evaluation and purchase because of these reasons, they should be considered as important (Nicholls and Romaniuk, 2005). Depth interview respondents defined brand for some items as the most important criterion. Minimum order quantity may be differed from items to items. Suppliers decide the numbers according to the profitability. In depth interviews, it is mentioned that sometimes suppliers hold the MOQ of the fast selling products too high, so that, buyers who have power buy these items. All the literature who considered the product’s characteristics in their study can be seen in Table 4.1 and Table 4.2.

Table 4.1 : Literature review of Product's characteristic criteria that are used for decision making by retail buyers - part 1

PRODUCT'S CHARACTERISTICS- PART 1	Knotts et al. (2006)	Dandeo et al. (2004)	Wagner et al. (1989)	McGoldrick and Douglas (1983)	Francis and Brown (1985–1986)	Wingate and Friedlander (1963)	Arbutnot et al. (1993)	Fairhurst and Fiorito (1990)	Razzaque (2004)	Hansen and Skytte (1998)	Briney and Gruben (1993)	Sternquist and Chen (2006)	Marr and Thomas (1999)	Pellegrini and Zanderighi (1991)	Deng and Wortzel (1995)	Silva et al. (2002)	Hong and McGoldrick (1996)
Profitability of Product	•	•				•								•		•	
Selling Price	•	•				•						•		•			
Product Mark up			•	•		•	•	•				•			•		
Product Costs						•										•	•
Discounts of Product				•		•					•						
Quality		•	•	•		•	•	•	•	•	•	•		•	•	•	•
Construction of product						•	•								•		
Quality of Packaging														•	•		
Durability	•																
Functionability	•																

Table 4.2 : Literature review of Product's characteristic criteria that are used for decision making by retail buyers - part 2

PRODUCT'S CHARACTERISTICS- PART 1	Knotts et al. (2006)	Dandeo et al. (2004)	Wagner et al. (1989)	McGoldrick and Douglas (1983)	Francis and Brown (1985-1986)	Wingate and Friedlander (1963)	Arbutnot et al. (1993)	Fairhurst and Florio (1990)	Razzaque (2004)	Hansen and Skytte (1998)	Briney and Gruben (1993)	Sternquist and Chen (2006)	Marr and Thomas (1999)	Pellegrini and Zanderighi (1991)	Deng and Wortzel (1995)	Silva et al. (2002)	Hong and McGoldrick (1996)
Aesthetic Factors	•	•				•	•								•		
Design of product		•				•	•										
Fabrication of product		•					•										
Color of product		•			•	•	•										
Packaging Design				•		•		•				•	•	•	•		
Season ability						•	•										
Fashionability			•		•	•	•		•								
Country of Origin			•								•						
Terms of sale of the product							•										
Brand					•	•	•			•		•			•		
Minimum order quantity of product							•										

Supplier selection should be a procedure of evaluation of the supplier's characteristics; however, in depth interviews we recognized that to have best characteristics among other alternatives is sometimes not enough to be chosen. Because of this in our model, we tried to group criteria which are originated only because of the supplier's structure and the way of trading. Arbuthnot et al. (1993) also considered Retail buyer decision process as Information sources, Merchandise Selection and Vendor Selection.

Firstly literature was reviewed in order to find all the criteria that are originated from the supplier and then by the help of depth interview respondents and some articles, these criteria are grouped among each other. Depth interview respondents stated that the most exhausting part of buying process is the order process. Because of this "Ease of ordering" are defined first sub criteria of the supplier characteristic which means that the buyer doesn't struggle with order problems too much. Razzaque (2004) also found that "Quick and easy ordering" most important factor that the small retailers have chosen. Minimum Order Quantity, Reorder Availability, Extensive product variety and New Product availability are defined as sub criteria of "Ease of ordering" by the help of depth interviews in which these factors are stated as the factors that ease the order procedure. MOQ is important because sometimes buyer need small quantities because of the constraints from upper management, but vendor doesn't consider because they only ship big quantities. In both studies of Arbuthnot et al. (1993) and Fairhurst and Fiorito (1990), MOQ is rated by respondents as important decision criteria in means of evaluation of vendor. Reorder availability is important for the continuity of assortment, sometimes buyer needs these but either the power of manufacturer or some other market forces don't let supplier to supply (Wingate and Friedlander, 1963). Extensive product variety is important for buyers. According to the deep interview respondents, buying all the items from one supplier is always easy and successful because the amount of the order increases and more discounts are taken. Beside these buyers don't have to deal with new vendor procedures. Parallel to these comments, McGoldrick and Douglas (1983) stated that "more than one supplier is not required if one can offer variety and a good brand name". New Product availability is defined by Silva et al. (2002) as "the perceived ability to bring new products into the market or to improve existing products either through improvements in the materials or in the technology used".

In marketing literature it is mentioned that, each product has a life time, customers look for other types or designs after they become bored from one product. Because

of this buyers who are responsible to satisfy customer needs search for new products that are new in the market. Another important sub-criterion of the supplier characteristic is defined as “Fair and Honest Dealing”. In literature and in interviews, it was seen that buyers are so sensitive to the competition in the market and they don't want to acquire less privilege from the suppliers according to the other competitors. Return Policy, Distribution Policy and Price Policy is mentioned by respondents as the factors that may cause unfair and dishonest business. The main mentality of return policy is risk sharing. Return policy of the supplier eliminate the inventory costs of retailers (Padmanabhan and Png, 1997). Distribution policy of the vendor makes buyers restrict with regard to take the supplier's products to the stores. Vendor may regret one buyer by claiming that the terms are not available to distribution policy on the other hand they may distribute other retailers. Price policy may vary according to the type of supplier. Some suppliers try to attract customers rather than help retailers to sell. They give concessions to big retailers, in turn; they cut prices (Wingate and Friedlander, 1963).

Promotion Support is another factor that affects the Supplier Characteristic in means of buyer evaluation. The promotions assist retail buyer to achieve the objectives for their store, the objective of the promotion support can be defined as maximizing the profit on the promoted item, building store traffic and increasing total store volume and also creating a favorable store image among customers (Park, 2004). McGoldrick and Douglas (1983) stated that line advertising and promotional support of the suppliers is a more considerable factor for cash and carries than the multiples. These reasons make us to consider “Promotion Support of the supplier” as one of the important characteristics of the suppliers. Promotion support of the supplier may be in ways of Marketing, carried out by supplier or Marketing Allowances given to the retailers. Marketing of the supplier company does not only depend on buyer's agreement but also the supplier's own marketing strategy is important (Wingate and Friedlander, 1963). This leads to the “Marketing activities carried out by supplier” and which is a support for retailer to draw customer attention. However, Park (2004) stated that because retailers have own promotion strategies according to their customer target and product assortment, they have different preferences on manufacturer's promotional supports. To have own strategy on marketing leads retailer to request marketing allowances.

Delivery is the common performance indicator of the suppliers, nearly every research in literature and the interviews reveal this result. “Timeliness of Delivery” and “Conformance of Delivery to Specifications” is defined two sub-criteria of

Delivery as a parallel of the statement of Dandeo et al. (2004). They mentioned that timing and conformance to the specs are very important factors for the retailers for which they set higher standards. "Services" which are overall degree of the support of the supplier in means of Sales Force Support and Technical Assistance, are mentioned by interview respondents by another important characteristics of the supplier. In means of sales force support suppliers recruit and train skilled demonstrators and then send them to the retailer's stores in order to increase sales or inform customers about new items. Technical assistance is given by technical service of the supplier who assists the supplier for the installation, repair or warranty of the products (Wingate and Friedlander, 1963).

Attitude and willingness of the supplier during the business relations is another considerable characteristic of the supplier, this characteristic refers to understand retailer problems and bargaining position of the supplier on price and terms. Arbuthnot (1997) studied the problems of the retail buyers encountered during their relationship and they discovered that there are several minor problems but cause buyers to abandon cooperation, not because the supplier is unprofitable but because supplier makes buyer exhausted. Similar to this study, in-depth interview respondents told that there are several informal relations between supplier and buyer during buying process and sometimes buyer may stuck between supplier and management of retailer. On this type of occasion, buyers expect suppliers to understand their problems. Another issue is the Prices and terms which have been always the top negotiation subject between buyers and suppliers (Wingate and Friedlander, 1963). This difficulty of this process for a buyer depends on the attitude and willingness of the supplier. If a supplier during these negotiations convert every detail to problem, buyers prefer not lose time with this type of suppliers. The last two supplier characteristics in our model are Innovative Approach and Financial Condition of vendor.

Innovative approaches of the supplier's is a performance indicator of supplier, testing of the products, research and development investments, technology that is used in manufacturing, management planning and control systems, quality control systems, maintenance programs and continuous improvement program are processes that are executed by supplier in order to progress innovativeness (Knotts et al., 2006). Knotts et al. (2006) also stated that financial condition of the supplier is considerable criteria for a retail buyer. Depth interview respondents expect suppliers who are in good financial condition because they want long term cooperation and they don't want to encounter problems in the middle of the seasons. Table 4.3 and

Table 4.4 show the literature in which Supplier Characteristics and its sub criteria are mentioned as an affecting factor to the buying decision.

Table 4.3 : Literature review of supplier's characteristic criteria that are used for decision making by retail buyers -part 1

SUPPLIER'S CHARACTERISTIC-PART 1	Knotts et al. (2006)	Dando et al. (2004)	Wagner et al. (1989)	McGoldrick and Douglas (1983)	Francis and Brown (1985–1986)	Wingate and Friedlander (1963)	Park (2004)	Arbutnot et al. (1993)	Fairhurst and Florio (1990)	Razzaque (2004)	Hansen and Skytte (1998)	Briney and Gruben (1993)	Sternquist and Chen (2006)	Marr and Thomas (1999)	Pellegrini and Zanderighi (1991)	Deng and Wortzel (1995)	Silva et al. (2002)	Hong and McGoldrick (1996)
Ease of ordering						•		•		•								
Minimum Order Quantity						•		•	•	•		•		•				
Reorder Availability					•	•		•	•									
Extensive product variety				•		•			•		•						•	
New Product availability						•			•								•	
Fair and Honest Dealing		•		•	•	•			•	•								
Return Policy					•	•		•	•	•								
Distribution policy						•			•			•		•				
Price policy					•	•												
Promotion Support				•	•	•	•		•	•								
Marketing, carried out by supplier	•				•	•	•	•					•		•			
Marketing Allowances				•	•	•	•	•					•		•			

Table 4.4 : Literature review of supplier's characteristic criteria that are used for decision making by retail buyers - part 2

Supplier's Characteristic- PART 2	Knotts et al. (2006)	Dandeo et al. (2004)	Wagner et al. (1989)	McGoldrick and Douglas (1983)	Francis and Brown (1985-1986)	Wingate and Friedlander (1963)	Park (2004)	Arbutnot et al. (1993)	Fairhurst and Fiorito (1990)	Razzaque (2004)	Hansen and Skytte (1998)	Briney and Gruben (1993)	Sternquist and Chen (2006)	Marr and Thomas (1999)	Pellegrini and Zanderighi (1991)	Deng and Wortzel (1995)	Silva et al. (2002)	Hong and McGoldrick (1996)
Delivery		•	•	•	•	•		•	•	•	•		•	•			•	•
Timeliness of Delivery		•				•		•				•				•	•	
Conformance of Delivery to Specs		•				•			•								•	
Service			•			•			•	•			•		•	•		
Sales Force Support						•	•								•			
Technical Assistance						•			•								•	•
Attitude and willingness				•		•				•								•
Understanding retailer problems		•				•			•	•	•			•		•	•	
Bargaining position on prices and terms					•	•		•	•			•	•		•	•		•
Innovative Approach	•				•			•	•		•		•			•	•	
Financial Condition	•				•	•		•	•	•						•		

Although buyers are the ones who make the decision, they should explain them to the management of the retailer (McGoldrick and Douglas, 1983). This shows that buyers should consider the retailer's policies during the buying process because their decisions should conform to the policies that management had created. Because of this reason, retailer policy stated in our model as another main factor that affects the buying decision. The size of the organization affects the vendor selection criteria (Arbuthnot et al., 1993). This means that the policies of the retailer that are changed according to the size of the organization may influence the retail buyer. Pellegrini and Zanderighi (1991) stated that the main and more noticeable element of retailers to the customers is the assortment composition. It manifest the generally strategy of retailers in more concrete form and it is the final consequences of the retailers' general organizational activity. Because of this all parts of the retailers policies interact with the assortment decision. There are several researches that are considered "Retailer Policies" as an important factor that affects retailer buyer's vendor selection process. Some of these researches are shown in Table 4.5. Through this table it can be seen that Retailer policy includes Price, Quality, Inventory, Payment, Return, Marketing, Shipment policies. During depth interviews that we conducted with the retail buyers; these policies are rated as most important criteria that buyers consider during vendor selection process. We called these polices as "Sub criteria of Retailer Overall Policy" and the details of these policies were reviewed in previous chapters.

According to the Dandeo et al. (2004), buying motives and criteria used by buyers are: retailer size (big or small), type of organization (discount, departmental, store etc), location (national, regional or local), the mentality of the retailer (financially driven or merchandise driven), the position of the product (private label, national brand) (up to here motives and criteria is defined as "Retailer Policies" in our model), regulatory barriers (in our model this is stated as "Trade policy of Retailer's" and "Supplier's active market characteristics"), type of merchandise category, product characteristics (color, size, price/value, design, style, seasonability, fabric and quality). Katsikeas and Dalgic, (1995) stated the importing problem of retailers as four groups which are: Internal-Domestic Problems, Internal-Foreign Problems, External-Domestic Problems, and External-Foreign Problems. Internal-Domestic Problems are the import problems that can be controlled by the company itself and it is based in the importer's country. Internal-Foreign Problems are also originated from the importer company itself but the difference between the Internal-Domestic

Problems is that these problems are phrased in the foreign supply market in where the importer operates.

Table 4.5 : Literature review of retailer policy criteria that are used for decision making by retail buyers

RETAILER POLICY	McGoldrick and Douglas (1983)	Wingate and Friedlander (1963)	Fairhurst and Fiorito (1990)
Price Policy of Retailer		•	
Quality Policy of retailer		•	
Inventory Policy of Retailer	•	•	
Payment Policy of Retailer	•		
Return Policy of Retailer		•	•
Marketing Policy of Retailer		•	
Shipment Policy	•	•	

Table 4.6 : Literature review of market characteristics criteria that are used for decision making by retail buyers

MARKET CHARACTERISTICS	Dandeo et al. (2004)	Wingate and Friedlander (1963)	Deng and Wortzel (1995)	Katsikeas and Dalgic (1995)	Hong and Mcgoldrick (1996)
Economic Condition in Retailer's active market	•	•		•	•
Economic Condition in Supplier's active market	•	•	•	•	•
Trade policy of Retailer's active market		•	•	•	•
Trade policy of Supplier's active market		•	•	•	•

External-Domestic Problems are grown out from the external environment of the importer but are lived through within the home country of the company. External-Foreign Problems are formed by external environment and rooted in the supply market target area. There is not too much article that considered “Market Characteristic” as a criterion; however, during our interviews, we realized that buyers take into account the economic situations of both retailer and supplier’s country and also the trade policy of the Retailer’s and Supplier’s active market. Similar to the study of Katsikeas and Dalgic (1995), Depth interview respondents revealed that although all the judgments of a buyer would be positive for a supplier alternative, just because of the discrepancies in means of trade policies between the trading countries may make buyer choose other alternatives. They also stated that they should consider the economic conditions of the both countries. Retailer’s country’s economic situation is important not because of the customer preferences but also because of currency issue. This situation affects their local or import buying decision. Supplier’s country’s economic situation is important because they want to establish a long term relationship with vendors in order to increase experience but bad economic structure of a country also affects the exports of the suppliers. As a result of this information, we decided “Market Characteristics” as main criterion and Economic condition in retailer’s active market, Economic condition in supplier’s active market, Trade policy of retailer’s active market and Trade policy of supplier’s active market as sub-criteria. Table 4.6 shows the other literature that reviewed the market characteristic subject considering the effects on retail buying.

According to the McGoldrick and Douglas (1983), during the decision process buyer need information sources which can be studied as two parts: External information sources and internal information sources. Kline and Wagner (1994) also studied information sources as internal and external information sources. However in their study, they didn’t evaluate information sources as factors influencing buyers’ decision. According to our model information sources considered as a main factor that affects the buyers’ decision which is stated in the McGoldrick and Douglas, (1983) study and also in Wingate and Friedlander’s study (1963). Below the main factor, there are two sub factors which are internal and external sources which are also categorized by McGoldrick and Douglas (1983). Francis and Brown (1985-1986) and Upah (1983) studied on information sources and asked buyers to rate information sources from organizational buying models, the results of these models showed that the sales representative is the most important information source. Hirschman and Mazursky (1982) also studied on information sources and asked

department store buyers to report information sources that they used during their previous buying experiences, most of them reported buyer's own knowledge as most frequently used information source and trade press, sales representatives, buyers from other retailers and selling reports are reported relatively less important but important. The other criteria below these sub criteria studied by literature that you can see from the Table 4.7 also Upah (1983) stated information sources as: sales calls by manufacturer representatives, sales calls by wholesaler representatives, trade shows, order manuals, product brochures and package labels, trade journals, discussions with other hardware store owners and managers. Francis and Brown (1985-1986) stated supervisor or upper retail management, resident buying office; peers; personal selling; vendor promotion/advertising; and trade publications as information sources. Buyers do not only use information sources to get information for products or suppliers but also for the customer preferences and market situation. In order to identify customer there are several sources of information which means secondary data. Magazines, trade magazines, newspapers, retailer trade magazines and retail associations publish information about customers. Besides these sources there are some other direct methods like interviews, consumer panels, observation and counts. In addition to these companies try to learn their customers from other stores, resident buying offices, manufacturers and wholesalers, trade and customer publications, trade services and reporting agencies (Wingate and Friedlander, 1963).

By the help of these previous researches and the information came from our depth interview respondents, it is possible to divide information sources criteria as External and Internal. We considered exhibitions-trade shows, seminars and workshops, vendor/manufacturer promotional materials, consumer magazines, customer comments, marketing research results as sub-criteria of "External information source criteria" and sales reports, buyer experience, buyer-sales representative personal relation, other buyers' compliments, other department complains, store personnel and/or salespeople comment as sub criteria of "Internal information source criteria". On some articles buyer-sales representative personal relation is considered as external information source; However, in-depth interview respondents defined this as an internal information source because the sales representative should be considered as a team member because he or she usually knows the strategy of the retailer during the selling process of his or her products, so that, the information coming from the sales representative carry the characteristics of the information coming from other departments. All these sub criteria are analyzed

deeply in our research in previous chapters. As a result of literature review and with the support of depth interviews; Hierarchical model of selecting most appropriate vendor in retail buying was built which can be seen in Figure 4.2.

Table 4.7 : Literature review of information sources criteria that are used for decision making by retail buyers

INFORMATION SOURCES	Wagner et al. (1989)	McGoldrick and Douglas (1983)	Kline and Wagner (1994)	Dempsey and August (1978)	Hirschman and Mazursky (1982)	Francis and Brown (1985- 1986)	Upah (1983)	Wingate and Friedlander (1963)	Arbutnot et al. (1993)	Fairhurst and Fiorito (1990)	Razzaque (2004)	Hansen and Skytte (1998)	Briney and Gruben (1993)
Internal Information Sources		•	•			•							
Sales Reports	•		•		•			•					
Buyer Experience		•	•	•	•	•		•	•	•	•	•	
Buyer-Sales personal relation		•		•	•		•	•	•			•	•
Other Buyers' Compliments			•		•	•	•	•	•	•			
Other Department Complains				•		•		•		•		•	•
Store personnel or salespeople comment			•						•				•
External Information Sources		•	•			•							
Exhibitions, trade shows		•	•	•		•	•	•	•				•
Seminars and workshops								•	•				•
Vendor/manufacture promotional materials		•		•		•	•					•	
Consumer Magazines			•	•				•				•	•
Customer comments			•					•	•				
Marketing Research Results		•						•					

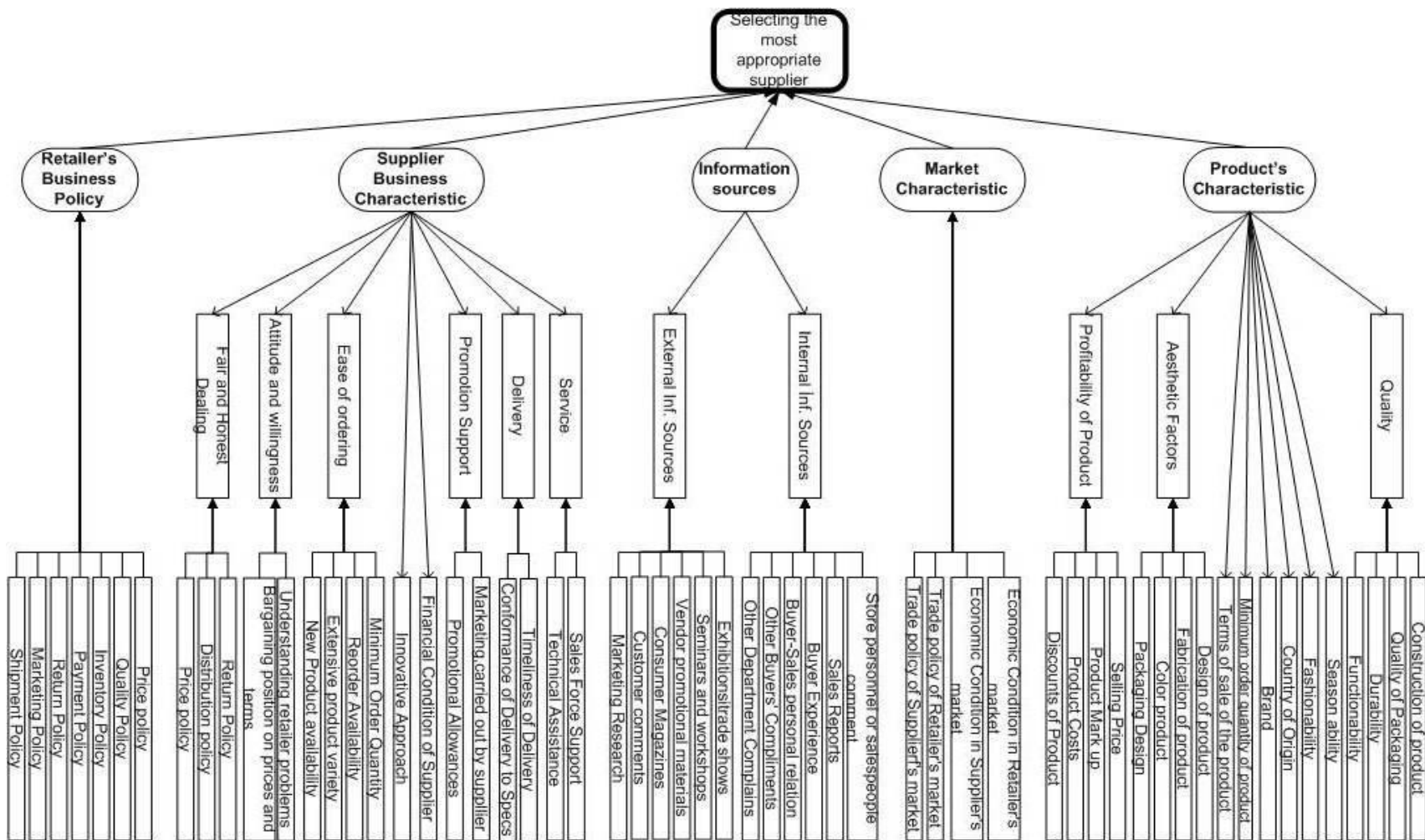


Figure 4.2 : Hierarchical model of selecting most appropriate vendor in retail buying

4.3 Questionnaire development

Literature search is the main and most important stage of the survey development. The draft questionnaire was designed in English first and then translated in Turkish because the respondents were Turkish retail buyers. English and Turkish questionnaires are attached to this research as Appendix A.1 and A.2 (Adapted from Burnaz and Topcu, 2006). It was important to ensure the equivalence of information contained in a questionnaire when from English to Turkish and to provide this equivalence got help from Turkish literature and on some points, information that clarify the questions were added to questionnaire.

After the first draft questionnaire was completed, to check the problems in survey; to measure the duration of the questionnaire and to get feedbacks, draft survey was sent to three buyers and wants them to complete the questionnaire and report the duration, problems and suggestions. After those feedbacks were taken, some revisions were made on draft questionnaire and final one was developed.

4.4 Assess the questionnaire

In this step, respondents were asked to assess the the paired wise comparisons of retail buying criteria which are collected in the questionnaire that was discussed in section 4.3 by the help of their retail buying knowledge.

4.4.1 Sampling of questionnaire respondents

The unit of analysis of this research is the retail buyers who works in retail chains in Turkey and the survey emailed to the contacts in these companies. Among these retail chains in order to see the differences of selection preferences, being of hypermarkets, supermarkets, discounts stores, specialty stores, departmental stores and Do-it-Yourself Stores was especially considered.

The reason to target only the retail buyers only working on retail chains is that, only the chains'philosophies are enough to cover all the criteria that were found in literature and in-depth interviews. As it mentioned by Berman and Evans (1979) „Chains stores have advantages like bargaining power, wholesale function, efficiencies, multiple store efficiencies, computerization, access to media, well defined management and long-run planning“, the retail buyers who work in retail chains experience all the criteria in the supplier selection of this model so they are able to answer the questionnaire reliably. While selecting these 20 retail chains the size of these retail chains is considered in means of their sales (Dollar), number of

outlets, market share was considered at first consideration by the help of the table on Appendix A.3 (Table A.1). As a second consideration some specialty stores that are not on this table are considered in order to see the buying differences according to the product type. As a final consideration, retail chains that have the buyers who will be cooperative on this research were chosen. No numbers were emphasized to the contacts in order to get as much response as possible. Because of this, contacts forward these Emails to the retail buyers who have at least 3 years retail buying experience.

As a result of questionnaire collection, 17 retail buyers evaluated the questionnaire and stated their retail buying decision behavior through these surveys which reveals also the buying strategy of the retailers they are working for. Among these 17 questionnaire 5 belong to Toy retailer chains as Specialty Store, 3 belong to Do-it-yourself retailers, 1 belongs to Coffee and Accessories Retail Chain as Specialty Store, 1 belongs to Book Retail Chain as another specialty store, 4 belong to Hypermarket Retail Chains, 1 belongs to Discount Retailer Chain, 1 belongs to Supermarket Retail Chain and 1 belongs to Departmental Store Retail Chain.

4.4.2 Data Collection Procedures

A cover letter attached to the questionnaire addressed the purpose of the research and the importance of the respondent's cooperation in this survey. It is also mentioned that this research will help retail firms manage the retail buying processes more scientific. The confidentiality of the survey especially highlighted in order to avoid confidentiality sensitivities of the firms. In order to increase the response rate, sharing the results of the research was emphasized in the cover letter as a gift to the respondents who will participate in this cooperation. The survey was undertaken forty five days from March to April (15th) 2009. One survey took about 30-45 minutes.

In the first email, addition to the cover letter, the reason and the importance of the research was once again stated to avoid the possibility of not read the cover letter at the first page of survey. With the first mail 1 month was stated as time constraint regarding to the completion and sending of the survey to contact mail addresses of the researchers. After three weeks from the first email, a reminder was sent to the respondents. Till this reminder 6 completed questionnaires from 3 retail chain was collected and after the reminder until deadline 9 surveys from 8 different retail chains were collected. Therefore, out of 20 retail chains, from 11 retail chains the response was acquired.

During one month some complains and feedbacks are delivered to researchers from retail buyers who checked the survey. Some retail buyers complained about the length of the survey, some complained about the boringness of the survey; some told the economic crisis in the world affected their companies in means of increasing the workload over a buyer because companies don't hire new people although there is need and some declared their drawbacks on confidentiality. In order to increase the number of the questionnaires, 15 days extension was made and this was mailed to contacts as information. In this extension message mail, the complaints and feedbacks also are tried to tell. After fifteen days 2 more surveys were received.

5 RESULTS AND DISCUSSION

5.1 Data Analysis through AHP

In order to analyze data collected through questionnaires, the hierarchical model that was built on Section 2.4.2 was designed in the Super Decisions Program. The print screen of the model can be seen on Appendices in A.4 and A.5 as Figure A.1 and A.2.

5.2 Consistency

After collecting responses from the experts, the CR value of each matrix and each respondent was first examined to determine the consistency of his or her responses. In order to check the consistency of the sets, the "Questionnaire Mode" of the Super Decision program which can be seen at Figure 5-1 is used. Because the selection of the judgment is same with the Questionnaire scale, it was more reliable and easy to enter the data.

File		Computations		Misc.																	Help		
Graphic		Verbal		Matrix		Questionnaire																	
Comparisons wrt "Selecting the most appropriate supplier" node in "Criteria" cluster																							
1Retailer's Business Policy is moderately more important than 2Supplier's Business Characteristic																							
1.	1Retailer's Business Policy	>=9.5	9	8	7	6	5	4	3	2		2	3	4	5	6	7	8	9	>=9.5	No comp.	2Supplier's Business Characteristic	
2.	1Retailer's Business Policy	>=9.5	9	8	7	6	5	4	3	2		2	3	4	5	6	7	8	9	>=9.5	No comp.	3Information Sources	
3.	1Retailer's Business Policy	>=9.5	9	8	7	6	5	4	3	2		2	3	4	5	6	7	8	9	>=9.5	No comp.	4Market Characteristic	
4.	1Retailer's Business Policy	>=9.5	9	8	7	6	5	4	3	2	1		2	3	4	5	6	7	8	9	>=9.5	No comp.	5Product
5.	2Supplier's Business Characteristic	>=9.5	9	8	7	6	5	4	3	2		2	3	4	5	6	7	8	9	>=9.5	No comp.	3Information Sources	
6.	2Supplier's Business Characteristic	>=9.5	9	8	7	6	5	4	3	2	1		2	3	4	5	6	7	8	9	>=9.5	No comp.	4Market Characteristic
7.	2Supplier's Business Characteristic	>=9.5	9	8	7	6	5	4	3	2		2	3	4	5	6	7	8	9	>=9.5	No comp.	5Product	
8.	3Information Sources	>=9.5	9	8	7	6	5	4	3	2	1		2	3	4	5	6	7	8	9	>=9.5	No comp.	4Market Characteristic
9.	3Information Sources	>=9.5	9	8	7	6	5	4	3	2		2	3	4	5	6	7	8	9	>=9.5	No comp.	5Product	
10.	4Market Characteristic	>=9.5	9	8	7	6	5	4	3	2		2	3	4	5	6	7	8	9	>=9.5	No comp.	5Product	

Figure 5.1 : Questionnaire mode of Super Decision

Total 207 sets from all respondents were checked in means of their consistency according to the criteria that is suggested by Saaty (1995)(see page 58). Among these sets only the sets which have consistency ratio bigger than %15 sent back to the respondents in order to modify their judgments. 19 sets were sent on this

purpose and collected as appropriate CR values. For the sets who have CR between %10 and %15, some small modifications on sets are done by researchers by the help of Super Decision program's "Inconsistency Report" which can be seen from the Figure 5-2.

Rank	Row	Col	Current Val	Best Val	Old Inconsist.	New Inconsist.	% Improvement
1.	1Retailer's Business	3Information Source	5.000000	3.426965	0.497797	0.245382	50.71 %
2.	1Retailer's Business	2Supplier's Business	3.000000	3.758583	0.497797	0.255163	48.74 %
3.	2Supplier's Business	5Product	3.000000	2.005110	0.497797	0.372368	25.20 %
4.	3Information Source	5Product	5.000000	1.548013	0.497797	0.381239	23.41 %
5.	2Supplier's Business	3Information Source	3.000000	1.001193	0.497797	0.451031	9.39 %
6.	4Market Character	5Product	3.000300	1.536302	0.497797	0.473970	4.79 %
7.	1Retailer's Business	5Product	1.000000	1.629526	0.497797	0.482372	3.10 %
8.	1Retailer's Business	4Market Character	2.000000	1.951508	0.497797	0.490564	1.45 %
9.	2Supplier's Business	4Market Character	1.000000	2.167092	0.497797	0.500866	-0.62 %

Figure 5.2 : Super Decision's Inconsistency Report

This report shows the inconsistent paired comparisons and gives suggestions to make the set consistent. In order to avoid the changing the judgments of the respondents, only small changes are applied in direction of this report. The reason not to send all the sets that have CR more than %10 is that there was possibility not to get response because of the problems that were encountered during the collection of the questionnaires. There were 43 sets that were modified with the help of Super Decisions Program. This means that after first analyze 30% of the first sets were inconsistent and 70% were consistent. As a result of these processes all the sets changed to consistent judgments.

5.3 Findings & Discussion

After providing the consistency on all the paired sets, the results of the model became much more reliable. The aim of this research was just calculate the priorities of the criteria in the model because of this there are not alternatives in this model. The results are divided into 9 parts which means that the relative weights of the criteria were calculated for 9 different judgments. As it was mentioned before 17 questionnaire was collected which was evaluated by 5 Toy retailer chains as Specialty Store, 3 Do-it-yourself retailers, 1 Coffee and Accessories Retail Chain as Specialty Store, 1 Book Retail Chain, 4 Hypermarket Retail Chains, 1 Discount Retailer Chain, 1 Supermarket Retail Chain and 1 Departmental Store Retail Chain.

All these grouped among each other and tried to reveal the Supplier selection differences among these groups. Addition to that, a group judgment was calculated and analyzed to reveal the common supplier selection preferences.

In order to decide on group judgments which are done by experts from different type of retail chains, geometric mean which is the most used method in literature was used (Kuruüzüm and Atsan, 2001). Comparing to arithmetic mean, it gives correct results.

The group judgments are entered to the super decision program by the help of Super Decision's Matrix tool which is shown on Figure 5.3.

File						Computations						Misc.						Help					
Graphic		Verbal		Matrix		Questionnaire																	
Comparisons wrt "32External Information Sources" node in "32External Information Sources" cluster																							
321Vendor Promotional Materials is 1.19 times more important as 322Seminars and Workshops																							
Inconsistency		322Seminars and Workshops		3Costumer Comme		324Consumer Magazines		325Marketing Research		326Exhibitions and trade shows													
321Vendor Promotional Materials		← 1.19		↑ 4.57		↑ 2.23		↑ 4.29		↑ 2.59													
322Seminars and Workshops				↑ 5.7		↑ 1.67		↑ 4.44		↑ 3.32													
3Costumer Comme						← 3.81		← 2.05		← 2.93													
324Consumer Magazines								↑ 2.57		↑ 1.59													
325Marketing Research										← 1.92													

Figure 5.3 : Super decision matrix tool

The priorities of the overall judgments are stated at the Table 5.1. According to this table, the numbers before the names show the hierarchical level of the element. For example "5Product" is the criterion from the first hierarchical level because there is only one number which is "5" and it is the fifth criterion in this level. "594Design of Product" means that this criterion belongs to the third hierarchical level under the "5Product" (First hierarchical level) and 59Aesthetic Factors (Second hierarchical level) and also it is the fourth element in its cluster. This numeration is done in order to understand the hierarchical structure easily from the table 5.1. The numbers on "Local Weights" column refers the weights of the cluster elements as a result of the paired comparisons. For example, first cluster includes the elements 5Product, 4Market Characteristic, 3Information Sources, 2Supplier's Business Characteristic and 1Retailer's Business Policy.

The calculation of the overall judgments revealed that Product is so far leading criterion that buyers consider during buying process. According to the overall priorities which can be seen from table 5.1, the comparison between first hierarchical level shows that “Product” has importance weight 0.47 followed by “Supplier Business Characteristics” with a weight 0.16, “Retailer Business Policies” with a weight 0.14, “Information sources” with a weight 0.13 and “Market Characteristics in Supplier and Retailer Trading Area” with an importance weight 0.10. These results show that Product characteristic is 3 times more important than the other criteria. In literature, the study of Pellegrini and Zanderighi (1991) includes a research about the classification and frequency of decision criteria. According to this research “product price”, “product’s physical characteristics” and “product’s psychological characteristics” are rated by 42 buyers among 394 buyers which are 10 percent frequent among other criteria. On the same study supplier characteristics are rated as 20 percent and economic conditions, which are built by criteria that are considered under Product and supplier characteristic in this study. Comparing to the study of Pellegrini and Zenderighi (1991), the “Product characteristic” is considered more important in this study. Another literature study was researched by Briney and Gruben (1993) and in their study, “Quality” which is considered as product characteristic in our study, was chosen most important criteria after “Price” factor. Another study that states similar results with this study belongs to Arbuthnot et al. (1993). According to their study, “Aesthetic qualities”, “Design of Product”, “Fabrication of product”, “color of product”, “fashionability”, “seasonability”, “product styling”, “product fit”, “quality of product” and “construction of the product” are rated more important than information sources and supplier characteristics.

Table 5.1 : Comparison of main criteria

Name	Local Weights
5Product	0.465
2Supplier's Business Characteristic	0.164
1Retailer's Business Policy	0.144
3Information Sources	0.129
4Market Characteristic	0.098

Product is the core of retail business and also the retail business emerged from product selling in kiosks. Other reasons of this result may be the attitudes of target customers of retailers. All the buyers who were in cooperation in this research are working in a retailer that trade in Turkey so have Turkish customers. Because

economic power of Turkish people is not high, the consumers want to buy exact product according to their need. Rather than variety, the products that satisfy the customer need are chosen. This situation may lead buyers consider product at first.

Among “retailer business policies”, as it is stated on Table 5.2, Price policy which has 0.30 priority weight affects the buyer’s decision almost 2 times more than the Quality Policy (0.16 relative weight), Marketing Policy(0.15) and Inventory Policy(0.08) and Return Policy(0.08) of the retailer was considered least by retail buyers. Price policy of the retailer may be “every time low” or “moderate” or “high”. The buyer should search suppliers according to this policy. Price of the products is the main selection factor in the developing countries like Turkey so the retailer buyers in this research may want to work with retailers who may provide price advantage.

Table 5.2 Comparison of retailer business policies

Name	Local Weights
13Price Policy	0.296
12Quality Policy	0.158
14Marketing Policy	0.150
15Payment Policy	0.120
16Shipment Policy	0.108
17Return Policy	0.087
11Inventory Policy	0.081

Among the criteria that are considered in this research as supplier characteristic in Table 5.3, the most important criteria is “Fair and Honest Dealing” with a relative weight 0.17. Except the criteria of “Financial condition of the supplier (0.05) “all the criteria have almost equal importance.

Table 5.3 : Comparison of supplier business characteristics

Name	Local Weights
25Fair and Honest Dealing	0.174
24Service	0.158
23Delivery	0.142
22Promotion Support	0.134
28Attitude and Willingness	0.132
26Ease OF Ordering	0.118
27Innovative Approach	0.090
21Financial Condition of supplier	0.053

On the study of Razzaque (2004), “Prices charged by Suppliers” stated as the most important variable followed by in order “Fair and Honest Dealing”, “Attitude and Willingness”, “Consistent Product Quality”, “Quick and Easy Ordering”.

“Timeliness of Delivery (0.8)” is four times more important than criteria “Conformance of Delivery Specifications (0.2)” in means of delivery reliability as it is mentioned in Table 5.4.

Table 5.4 : Comparison of delivery sub-criteria

Name	Local Weights
232Timeliness of Delivery	0.8
231Conformance of Delivery to Specs	0.2

Retail buyers rated “Sales Force Support (0.8)” as four times more important than “Technical Service” in Table 5.5. It can be said that respondents of this research want sales increase as a first consideration point.

Table 5.5 : Comparison of supplier services

Name	Local Weights
242Sales Force Support	0.8
241Technical Assistance	0.2

The most important “Supplier Business Characteristic” was rated as “Fair and Honest Dealing” and this criterion consists of three criteria which are “Price Policy” with a relative weight 0.575, “Distribution Policy” with a relative weight 0.208 and “Return Policy” with a relative weight 0.217. It can be seen from relative weights of these supplier policies. Price policy of the supplier is the most important criteria while deciding on “Fair and Honest Dealing” level of supplier as it is mentioned in Table 5.6.

Table 5.6 : Comparison of fair and honest dealing sub-criteria

Name	Local Weights
251Price Policy	0.575
253Return Policy	0.217
252Distribution Policy	0.208

The relative weights between Ease of Ordering sub criteria is shown in Table 5.7. “Extensive Product Variety” and “Reorder availability” have relatively equal importance on “Ease of Ordering”. Although there is no big difference between 4

criteria, “Minimum Order Quantity” is least important for retail buyers in this research.

Table 5.7 : Comparison between ease of ordering sub-criteria

Name	Local Weights
261New Product availability	0.301
262Extensive Product Variety	0.296
263 Reorder Availability	0.248
264Minimum Order Quantity	0.155

The two criteria that affects the Attitude and Willingness of supplier “Bargaining Position of Supplier on Prices and Terms” was rated as 0.636 and it is almost two times more important than “Understanding of Suppliers on Retailer problems (0.364)”. These results are shown in Table 5.8.

Table 5.8 : Comparison attitude and willingness subcriteria

Name	Local Weights
282Bargaining Position on Prices and terms	0.636
281Understanding Retailer Problems	0.364

As it is shown on Table 5.9, calculations on “Information Sources” that affect the “Selecting the most appropriate vendor” shows that “Internal Sources (0,670)” two times more important than “External Sources (0.330)”. Our respondents trust internal information more.

Table 5.9 : Comparison of internal-external information sources

Name	Local Weights
31Internal Information Sources	0.67
32External Information Sources	0.33

According to the effects on “Internal Information Sources”, “Sale Reports (0.390)” is the most important information source followed by “Buyer experience (0.165)” with the other results on Table 5.10 and “Store personnel and Salespeople comment (0.165)”. “Customer Comments (0.382)” was considered as the most important criteria among the other external sources on Table 5.11. “Marketing research (0.247)” follows this criterion. The research of Kline and Wagner (1994) analyzed the relative importance of information sources in Retail Buyer’s Decisions and found that the buyer's own knowledge accounted for an average of 21 percent of the variance, followed by customer requests (15%), magazines read by customers (11

%), selling records (7%) and buyers from similar stores (6%). The remaining information sources sales representatives, reviews in the trade news and ads in the trade news-accounted for relatively little of the variance, on the average. Although this study gives almost same results with our study on the context of Internal and External information source comparison, there are differences on individual information sources. Another study which belongs to Arbuthnot et al. (1993) stated that among different information sources, “Personal judgment” is ranked as 4.652 over 5 point scales and is the most important decision criteria in merchandise and vendor selection. This criterion is followed by “Customer comments (4.575)” and “Store Salespeople (4.185)”.

Table 5.10 : Comparison of internal information sources

Name	Local Weights
314Sales Reports	0.391
313Buyer Experience	0.242
316Store Personnel and Salespeople Comment	0.165
312 Buyer-Sales Personal Relation	0.077
311Other Buyers Compliment	0.073
315Other Department Complains	0.052

Table 5.11 : Comparison of external information sources

Name	Local Weights
323Costumer Comments	0.382
325Marketing Research	0.247
326Exhibitions and trade shows	0.151
324Consumer Magazines	0.103
321Vendor Promotional Materials	0.061
322Seminars and Workshops	0.055

Market characteristic criterion has little importance during supplier selection of retail buyer. “Economic condition of retailers’ active market (0.403)” is the most important criterion followed by “Trade policy of retailers’ active market (0.336)”. Both of two are two times more important than other two criteria. It seems that this research’s respondents consider in country situations during buying process more. The other market characteristics subcriteria are shown on the Table 5.12.

Table 5.12 : Comparison of market characteristics subcriteria

Name	Local Weights
41Economic Condition of retailers Active Market	0.403
43Trade Policy of Retailers Active Market	0.336
44Economic Condition of Suppliers Active Market	0.136
42Trade Policy of Suppliers Active Market	0.125

The most important criteria, “Product”, consist of 9 different characteristics. Among these “Profitability of the product (0.208)” is more important than others. “Country of Origin (0.039)” has relatively less importance comparing to others. The relative weights of other criteria are shown on Table 5.13.

Table 5.13 : Comparison of product characteristics

Name	Local Weights
52Profitability Of Product	0.208
56Quality	0.165
54Fashion ability	0.142
57Brand	0.130
55Season ability	0.124
59Aesthetic Factors	0.072
58 Minimum order of Product	0.064
51Terms of Sale of Product	0.057
53Country of Origin	0.039

“Product Mark up (0.368)” ranked as most important among the other Profitability of Product elements which is shown on Table 5.14. Product Markup is the direct indicator of profitability, however other criteria affect profitability indirectly.

Table 5.14 : Comparison of „Profitability of product“ subcriteria

Name	Local Weights
522Product Mark Up	0.368
523Selling Price	0.241
521Product Costs	0.223
524Discounts of Product	0.169

“Durability (0.336)” is evaluated by buyers as a more important sign of quality and quality of packaging is considered as the least important criterion, the other subcriteria are shown on Table 5.15.

Table 5.15 : Comparison of quality subcriteria

Name	Local Weights
562Durability	0.336
561Functionability	0.273
564Construction of Product	0.247
563Quality of Packaging	0.144

“Fabrication of the product (0.304)” and “Design of the Product (0.325)” have more effect on retail buyers while deciding on Aesthetic Factors of the product as stated on Table 5.16. The study of Arbuthnot et al. (1993) declared “quality” as the most important in buying decision followed by “Construction of the product” and “product fit”.

Table 5.16 : Comparison of aesthetic factors

Name	Local Weights
594Design of Product	0.325
593Fabrication of Product	0.304
591Packaging Design	0.190
592Color of Product	0.182

“Promotional allowances” are twice more important for buyers than “Marketing carried out by supplier” in means of “Promotional Support” as it can be seen on the table 5.17. In literature review of this study it was stated that, the own strategy of retailer require own marketing operations. This may be the reason for buyers to choose the promotional allowances.

Table 5.17 : Comparison of marketing support sub-criteria

Name	Local Weights
221Promotional Allowances	0.67
222Marketing,carried out by supplier	0.33

For the overall supplier selection judgments, the CR values of the each set were less than 0.02 which shows that the result of the group judgment is consistent.

Before discussing the differences, it should be mentioned that the evaluation philosophy of the buyers during completing the surveys are unknown. This means that the buyers might evaluate the surveys either by considering the buying decision process in their current companies or by considering their buying experience.

Therefore, the priorities of the buyers may not reflect exact buying decision process of each type. The global results will be discussed.

As a result of the buyer judgments according to the retailer type is shown on Appendix A7 and A6 in Table A.3 and Table A.4. In those tables, the criteria that are in rows which are marked with “*” at the last column, are the criteria that shows the criteria at the bottom of the model in Figure 4.1. Retail buyer who works in departmental store ranked “Economic condition of the supplier’s active market (0.083)” as most important followed by Sales reports (0.082), Economic condition of retailer’s active market (0.070), Store personnel and salespeople comment (0.064), Brand (0.061). Berman and Evans (1979) defined department store as : “A store which has extensive width and depth of assortment; average quality, competitive or prestige price policy, good to excellent service; heavy use of newspapers, catalogs, direct mail and personal selling as promotion tool; being in locations of central business district, shopping center or isolated site.” Considering this definition, it is expected that because of extensive width and depth, sales reports may be important information source in order to analyze data. Store personnel and salespeople became important because in departmental stores there is excellent service to customers so store personnel and salespeople are always in contact with customer who makes them to get information about product or selling technique from customers so to develop ideas to increase the sales ideas. Thus, salespeople and store personnel become so important for buyer during decision process. The reason on ranking the “Economic condition of supplier’s active market” as most important may be that the prestige is so important for departmental stores and they don’t want to encounter problems on imports. Most of the products are imported from overseas and they should be waited 30-40 days to send to the stores. During 30-40 days all the announcements, season planning, marketing are done as if the product will be definitely in stock after forty days. However, delays of product import means prestige lost for retailer so buyers should be aware of the economic situation in supplier’s country.

Retail buyer from supermarket ranked “Inventory policy (0.101)” as the most important factor. After this, as a second important “Price policy of the retailer (0.079)” is ranked. Financial condition of supplier (0.077), Seasonability (0.054) and Brand (0.05) followed first two criteria in importance order. Supermarkets are smaller than hypermarkets in means of sales area but they carry almost same assortment. This situation makes them consider the inventory level. The buyers should buy exact assortment that customers need. The retail buyer should also be

aware of the price policy of his or her company because supermarkets have competitive price policy.

“Economic condition of retailer’s active market (0.12)” is selected as most important factor by discount store retail buyer. “Trade policy of retailer’s active market (0.107)” follows the first one. Seasonability (0.081), fashionability (0.06) and Durability (0.054) are ranked more important than other criteria. Berman and Evans (1979) defined discount store as “A store which has fair to good width and depth of assortment, penetration price strategy, below to average service, limited sales force, heavy use of newspapers.” The discounters in Turkey usually make promotions each week on a different product. On these promotions, they price the products low in order to increase customers coming to the store. They plan these promotions at the beginning of the year; because of this, changes in market characteristics of supplier and retailer may affect these plans negatively. Another reason to choose “Economic condition of retailer’s active market” as most important may be the main philosophy of the discount store. They may change the product assortment according to the buying power changes. On these promotions they usually advertise the products which are seasonable and fashion on that year. Because of this fashionability and seasonability may be more important than the other criteria for a discount store buyer.

The buyers from hypermarkets ranked “Seasonability (0,075)” as most important. Other criteria that follow this criterion are: Fashionability (0,052), Minimum Order of Product (0,052), Terms of Sale of Product (0,045) and Brand (0,044). Hypermarkets are the main competitor of discount stores in means of price competition. They also make seasonal promotions and try to appeal customers with fashion items. This may be the reason of most rated two criteria. An interesting judgment here is the rating of Minimum Order quantity of the product. Hypermarkets usually buy big quantities so it should not be so much consideration point. During in-depth interviews, retail buyers mentioned that sometimes brand of the product is so much important that they accept every condition of the supplier. For some brands there is monopoly in the market and they should carry those brands as a prestige of the company.

In Appendix 6 Table A.2 shows that Fashionability (0.177) is rated by specialty coffee store buyer almost two times more important than the following criteria which are Brand (0.098), Product Markup (0,064), Price policy of retailer (0,061) and Durability (0.052). Another specialty but book store buyer ranked “Fashionability (0,106)” as most important criterion followed by Selling Price (0,089), Seasonability

(0,073), Sales force support (0,059) and Technical assistance (0,059). Toy specialty store buyers ranked Brand (0,079) as the most important criteria followed by fashionability (0,073), Quality policy of retailer (0,058), Seasonability (0,055) and price policy of retailer (0,050). Berman and Evans (1979) defined Specialty store as “ A store with a very narrow width of assortment; extensive depth of assortment, average to good quality, competitive or prestige price policy, high level quality service, heavy use of displays and extensive sales force. “ Considering to this definition it can be claimed that not all the judgments of specialty stores’ retail buyers are parallel to this definition. Sales force support is requested from supplier by book store buyer. Fashionability is among top five important criteria in judgments of specialty store buyers. Brand and Price policy of retailer are common with Coffee and Toy store buyers and seasonability is common between Book and Toy store retail buyers’ judgments.

Do-it-yourself store buyers ranked the most important criteria in follows: Product Markup (0,064), Price policy of retailer (0,058), Seasonability (0,056), Fashionability (0,052) and Timeliness of Delivery (0,048). This type of stores should follow the new technologies and new products. The seasonal needs of customers cause new seasonal product buying. Because Do-it-yourself product assortment is fashionable, fashionability is considered as important for this type of retailers. Catalogs are important for this type of retailers and they usually print catalogs one year before the product in store and they give the dates of selling intervals which makes the “Timeliness of delivery” very important for retail buyer.

The results of judgments from different type of retail buyer show that buyer’s attitude considering the needs of their companies own priorities.

Figure 5-4 shows the hierarchical structure of retailer supplier selection decision process with relative weights. According to this structure at the bottom of the decision tree, the end criterion of each decision branch is seen and at the across of these criteria, global criteria weights are stated. Although Innovative Approach, Financial Condition of Supplier, Trade policy of Supplier’s market, Trade policy of Retailer’s market, Economic Condition in Supplier’s market, Economic Condition in Retailer’s market, Terms of sale of the product, Minimum order quantity of product, Brand, Country of Origin, Fashionability, Season ability are on the second hierarchical level, they are compared with the third hierarchical level criteria because they are at the end of their own decision branch.

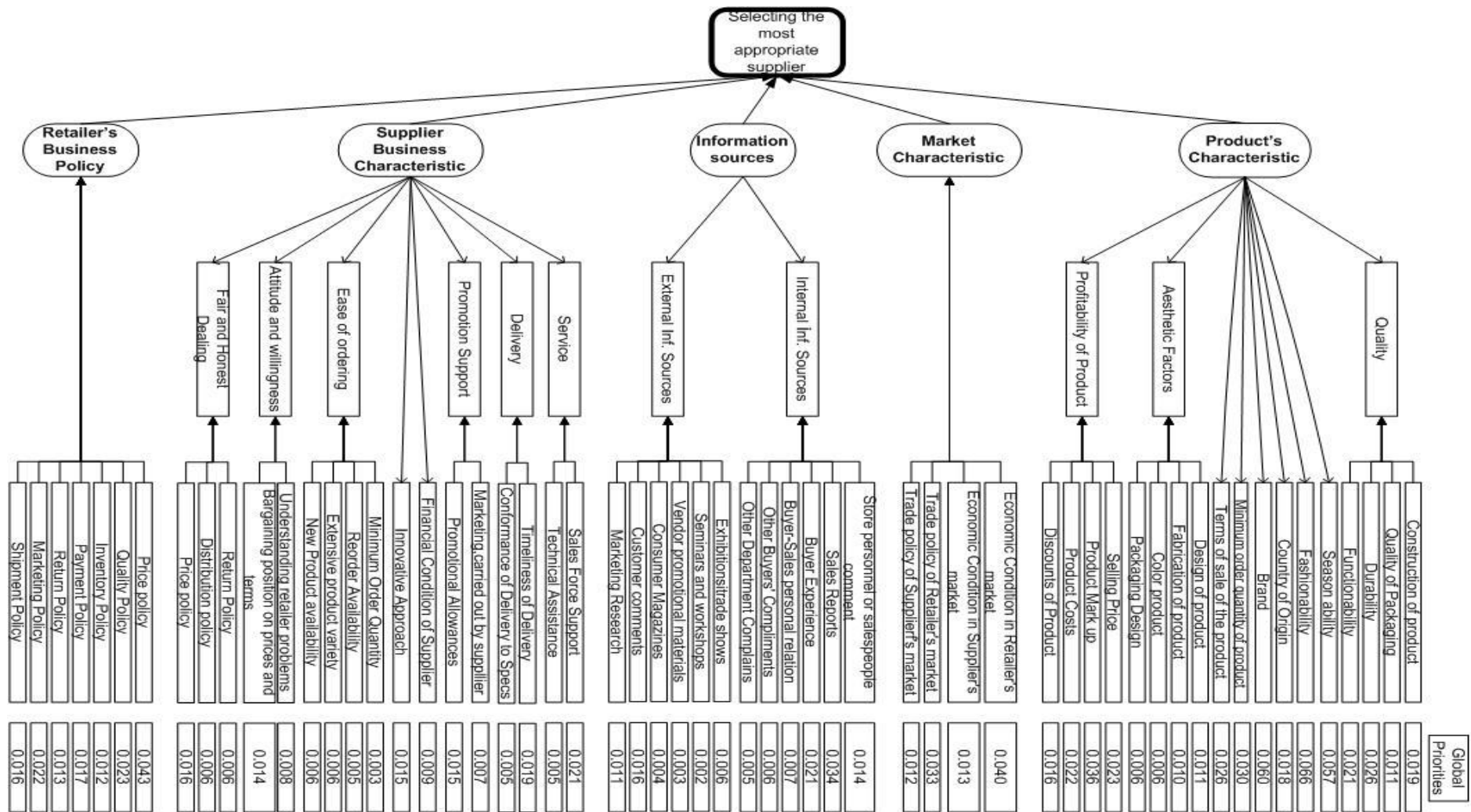


Figure 5.4 Hierarchical model of retailer supplier selection decision process with relative weights

6 SUMMARY AND CONCLUSIONS

The main purpose of this research was to develop a hierarchical structure of supplier selection criteria in Turkish retail market. The following three specific questions were addressed. What are the key factors having impact on the retail buying decision process while selecting the most appropriate supplier? What type of a hierarchy between the criteria of the retail buying decision does exist? What are the relative importances of the criteria?

In order to provide an answer to the first question, the literature is deeply analyzed in the section 2 and by the help of in-depth and telephone interviews, the criteria are derived and stated on Table 4.1, 4.2, 4.3, 4.4, 4.5, 4.6 and 4.7. The answer of the second question was provided by the help of literature and telephone interviews and hierarchical model of the selecting the most appropriate supplier is structured which was shown in Figure 4-1. For the third question, questionnaires that are evaluated from the retail buyers who work in Turkish retail market was analyzed with a computer software which used AHP method in order to determine the relative importance of the criteria that are derived and structured as hierarchical model. The results are stated and discussed in Section 5.

6.1 Limitations and Future Research Directions

There were limitations of this study. First of all, AHP needs to do pair wise comparisons of the criteria. This results with a very complex questionnaire and respondents need patience and attention to complete survey. There was possibility of inconsistent answers if the respondents did not pay full attention to answer the questions. Moreover, the long questionnaires would also cause a low response rate. Therefore, the homogeneity of retail type couldn't be provided although the experts who were in cooperation were buyers who have at least 3 years experience. This may bias the overall results to the judgments of majority. However, the questionnaire evaluation philosophy of retail buyers is unknown; they may evaluate the surveys by their own experience in different companies. Secondly, apart from the time, buyers should devote for questionnaires; also, buyers declined our request with an excuse of excessive workloads in their companies because of economical

crisis. This caused low response rate which may limit the generalizability of the research findings. Thirdly, grouping of criteria during building hierarchical structure is limited by literature and interviews with experts. This process would be more definite with a confirmatory factor analysis calculation in order to confirm the content validity of these criteria which need extra questionnaire but the difficulty on getting responses from retail buyers limited this study to apply that calculation. This limited content validity. Fourthly, the judgment sets that have big inconsistency sent to the retail buyers in order to re-evaluate the judgments but the sets that have CR between 0.10 and 0.15 are adjusted by help of Super Decision software, the results might be influenced. The fifth limitation is that the comparisons between the buyer judgments from different retailer types weren't done by using statistical methods so that the results might be limited because this research doesn't show if there is a meaningful difference or not. Another limitation is that, the questionnaire was prepared in English at first because majority of the literature was English and this may have caused meaning loss or biased the meanings so the translation of the questionnaire to Turkish may limit the meanings that are perceived by retailer buyers. Although this study is conducted to Turkish retail buyers, the results are not definitely typical Turkish retailer buyer decision making. In order to be sure, this research should have compared two country's retail buying process and there should have been more respondents.

This research demonstrated a hierarchical way about the selecting the most appropriate supplier in retail and analyzed the judgments of Turkish retail buyers in order to get relative importance of criteria in Turkish retail market. It also stated the priorities of criteria from different type of retailers.

Although the hierarchical model is complicated and questionnaire was long and complex, the analysis of data was easy by the help of AHP. This study evaluated all the processes at buying decision in retail and claims that all buying decisions mean somehow vendor selection decision. Some recommendations for future research on this topic follow.

Firstly, some criteria on this model may be eliminated by the help of statistical methods like confirmatory factor analysis and as a result of that a shorter questionnaire is obtained and that may increase the response rate which will increase the generalization level of findings. Secondly, this research used only almost half of AHP application. Future researches may be developed by adding alternatives so that, it will be more practical. Thirdly, ANP can be used while evaluating the criteria that were derived in this research. In order to use ANP

hierarchical model should be modified into a model that have interrelations. Fourth, no statistical tool was used to group the criteria while building the model of this study. A new research may focus on this and may make extra questionnaires in make needed calculations to group the criteria. Fifth suggestion is that, this research did not focus on analysis of differences between the buying decisions of the different type of retailers. Future researches may focus directly on this subject and create homogeneous responses to see the exact differences. While doing that to avoid the low response rate, only two or three retailer type should be compared and in order to get high response rate, researcher should arrange meetings with the management level of the companies to tell the research clearly and answer all the drawbacks of the management. This would make the control of collection level much easier. Finally, this questionnaire may be sent to retail buyers who are working in different country in order to see the effects of country characteristics on buyers buying process. Researchers should focus on only one and same retailer type in both countries because that makes more reliable the comparisons.

6.2 Managerial Implications

The results of this study may be very helpful for retailer companies who want to manage buyer-supplier relations systematically. In this research, the retail buying process is described in detail also hierarchical levels are mentioned clearly. Addition to the model, the relative priorities of the criteria was calculated.

So, firstly, the companies may create supplier performance monitoring and can use our model to evaluate the performances of the suppliers. In order to do that all the suppliers who are already working with retailer can be monitored by retail buyers weekly or monthly according to the criteria in this model and then every criteria can be rated so that the buyer will find out if the supplier is successful or not. As a simple example, the supplier can be evaluated according to the first hierarchical level of this research's model. If a supplier is bad in means of conformance to the retailer policies, the buyer can rate 20 out of 100; if the supplier's characteristics are very good, the buyer can rate 90 out of 100; if the information coming from information sources are shows that the supplier is moderate, the buyer can rate 50; if the market characteristics are both supplier and retailer is bad in means of trade and economy, the supplier can be rated 20; if the product of the supplier is excellent the buyer can rate 100. At the end of these ratings, the priorities of criteria in first hierarchical level multiply by these ratings and the supplier's final rating is found. This process is done for all suppliers to find out the best one. Secondly, according to our model, retailers

can calculate their own priorities and then use this model in order to select suppliers. For the selection of the suppliers, they should add alternative suppliers and give points to the suppliers for the each end criteria. When the model is processed with the alternatives, the best alternative can be found but companies should be capable of the all the parts of AHP implementation because this research gave insights only up to priorities part of AHP. As a third benefit for retailers is that, buyers who have not got experience in buying can use the model while taking a decision on buying issues because our model is already evaluated by the buyers who have long years experience from different retailer types which means that there is a common process that all buyers are implying. By using this model in his or her decision making, he or she will avoid from big mistakes.

This study can be beneficial for supplier as well in means of knowing the decision process of retailer buyer so they can manage the relationship according to the buyer's needs and wants so satisfy the expectations. The retailers are not only the customers of suppliers but also the partners. As a customer they should know the wants and needs of the customers in order to modify the product or service offerings. Our model and results give insights about the buyers' evaluation criteria and according to this insight supplier may try to conform price policy of the retailer or try to be fair and honest during cooperation or push sales representatives to be more friendly and cooperative with buyers or try to make customer comments better by increasing marketing activities and they can also provide a profitable cooperation to the retailer. The best move is to know what your opponent thinks.

The results of this study is also useful for literature because there aren't any study that built a hierarchical model in retail buying like this extensive study. In this research, a very complex model was built and relative weights of this model were calculated. It can be a step for future researches.

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APPENDICE

APPENDIX A1. THE SURVEY OF QUESTIONNAIRE FOR RETAIL BUYERS (TURKISH)

İstanbul Teknik Üniversitesi

Fen Bilimleri Enstitüsü

İşletme Mühendisliği Yüksek Lisans Programı



**“Türkiye Perakende Sektöründe Tedarikçi Seçim Kriterlerinin
Ağırlıklandırılmış Hiyerarşik Yapısının Oluşturulması”**

ANKET ÇALIŞMASI

Aşağıdaki soru formu, “**Türkiye Perakende Sektöründe Tedarikçi Seçim Kriterlerinin Ağırlıklandırılmış Hiyerarşik Yapısının Oluşturulması**”nı konu alan bir çalışmaya veri sağlamak amacıyla hazırlanmıştır. Bu soru formunun size gönderilme nedeni ise; sizin, araştırmamızda kullanılabileceğimiz değerli bilgileri sağlayabilecek uzmanlığa sahip olmanızdır. Çalışmanın güvenilirliği açısından **tüm soruları eksiksiz ve doğru** olarak cevaplandırmanız önemlidir. Anketin doldurulma yöntemi, bir sonraki sayfada belirtilmiştir, lütfen bu sayfayı okuyarak anketimize başlayınız.

Yaptığımız literatür taramaları ve sektörde deneyimi olan kişilerle yaptığımız mülakatlarla, tedarikçi seçiminde etkisi olan kriterler belirlenmiş ve sizin de içinde olduğunuz sektörün uzmanlarına göndermiş olduğumuz ekteki anket çalışmasında kullanılmıştır.

Anketimiz, cevaplayanın kimliğini gizli tutmaktadır, dolayısıyla verilen cevaplar kimse ile ilişkilendirilemeyecektir. Üstelik sadece toplamsal ve genel sonuçlar araştırmada yer alacaktır.

Anketimizi tamamladıktan sonra Word dosyasını “KAYIT(Save)” ederek, yeginb@itu.edu.tr ve - gokhan.yegin@gmail.com e-posta adreslerinin her ikisine birden **en geç 25.03.2009 tarihine kadar** göndermenizi rica ederiz. Bunun yanında anket ile ilgili herhangi sorun, görüş ve şikâyetlerinizi aşağıdaki kontaklara bildirebilirsiniz.

Araştırmamızın sonucunda, anketi doğru ve eksiksiz doldurup, bize ulaştırarak, sektörde eksikliğini hissettiğimiz araştırmamızda bize destek olan uzmanlarımıza, araştırmamızın özetini göndereceğiz.

Çalışmaya gösterdiğiniz ilgi, ayırdığınız zaman(yaklaşık 25 dakika) ve değerli katkılarınız için teşekkür ederiz.

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Değerlendirme Yöntemi

İzleyen sayfalarda sizlerden, “**En Uygun Tedarikçi Seçimi**” ni etkileyebilecek faktörlerin etkilerini değerlendirmeniz istenecektir. Söz konusu değerlendirme sırasında; **faktörler ikili olarak karşılaştırılarak, etkiledikleri kavrama göre önemleri** verilen ölçek üzerinde belirtilecektir.

Değerlendirme örnekleri

Örnek soru: Aşağıdaki faktörlerden hangisinin “En Uygun Tedarikçi Seçimi” üzerindeki etkisi daha fazladır?

Perakende Firmasının Ticari Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tedarikçinin Ticari Karakteristiği
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Örnek değerlendirme 1

Eğer “*En Uygun Tedarikçi Seçimi*” üzerinde “*Perakende Firmasının Ticari Politikası*”nın etkisi ile “*Tedarikçinin Ticari Karakteristiği*”nin etkisinin “**eşit**” olduğunu düşünüyorsanız, **ortadaki “1”** sayısının altındaki kutuyu Mouse(fare) ile işaretlemeniz gerekmektedir.

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Perakende Firmasının Ticari Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tedarikçinin Ticari Karakteristiği
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Örnek değerlendirme 2

Eğer “*En Uygun Tedarikçi Seçimi*” üzerinde sol taraftaki “*Perakende Firmasının Ticari Politikası*”nın etkisinin sağ taraftaki “*Tedarikçinin Ticari Karakteristiği*”nin etkisinden “**çok fazla**” olduğunu düşünüyorsanız, **sol taraftaki “7”** sayısının altındaki kutuyu Mouse(fare) ile işaretlemeniz gerekmektedir.

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Perakende Firmasının Ticari Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tedarikçinin Ticari Karakteristiği
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Örnek değerlendirme 3

Eğer “*En Uygun Tedarikçi Seçimi*” üzerinde sağ taraftaki “*Tedarikçinin Ticari Karakteristiği*”nin etkisinin sol taraftaki “*Perakende Firmasının Ticari Politikası*”nın etkisinden “**biraz daha fazla**” ile “**fazla**” arasında olduğunu düşünüyorsanız, **sağ taraftaki “4”** sayısının altındaki kutuyu Mouse(fare) ile işaretlemeniz gerekmektedir.

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Perakende Firmasının Ticari Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tedarikçinin Ticari Karakteristiği
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Soru 1-Aşağıdaki faktörleri birbirleri ile, “En Uygun Tedarikçi Seçimi” üzerindeki etkilerine göre karşılaştırınız?

Perakende Firmasının Ticaret Politikası ile firmanın “Envanter, Kalite, Fiyat, Pazarlama, Ödeme, Dağıtım ve İade Politikalarının” geneli belirtilmiştir.

Tedarikçinin Ticari Karakteristiği ile tedarikçinin “Finansal Durum, Promosyonel Destek, Sevkiyat, Satış Öncesi-Sonrası Hizmetler, Dürüst ve Adil Çalışma, Sipariş Kolaylığı, Yenilikçi Yaklaşım, Davranış ve Çalışma İsteği” Karakterlerinin geneli belirtilmiştir.

Bilgi kaynakları ile Satınalma kararında etkili olan Diğer Satınalmacı tavsiyeleri, Satınalmacı-Satış yetkilisi ilişkisi, Satınalmacı Tecrübesi, Satış Raporları, Diğer Departmanların Görüşleri, Mağaza ve Satış Personeli Görüşleri gibi “İç veri kaynakları” ve Tedarikçi Broşürleri, Seminerler, Müşteri Görüşleri, Tüketici Dergileri, Pazar Araştırmaları, Ticaret Fuar ve Sergileri gibi “Dış veri kaynaklarının” geneli belirtilmiştir.

Ticari Pazar Durumu ile perakende firması ile tedarikçi firmanın faaliyet gösterdikleri ülkelerdeki ekonomik ve gümrük durumları belirtilmiştir.

Ürün ile Satın alınacak ürünün “satış şartları, Karlılığı, üretim yeri, Modasallık, Sezonallık, Kalite, Marka, Ürünün minimum Sipariş Adedi, Estetik” gibi faktörlerin geneli belirtilmiştir.

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Perakende Firmasının Ticaret Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tedarikçinin Ticari Karakteristiği
Perakende Firmasının Ticaret Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Bilgi kaynakları
Perakende Firmasının Ticaret Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ticari Pazar Durumu
Perakende Firmasının Ticaret Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürün
Tedarikçinin Ticari Karakteristiği	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Bilgi kaynakları
Tedarikçinin Ticari Karakteristiği	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ticari Pazar Durumu
Tedarikçinin Ticari Karakteristiği	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürün
Bilgi kaynakları	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ticari Pazar Durumu
Bilgi kaynakları	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürün
Ticari Pazar Durumu	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürün

Soru 2-Aşağıdaki faktörleri birbirleri ile, “Perakende Firmasının Satınalma Kararı Üzerine Etkiyen Ticaret Politikası” üzerindeki etkilerine göre karşılaştırınız?

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Envanter Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Kalite Politikası
Envanter Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Fiyat Politikası
Envanter Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Pazarlama Politikası

Envanter Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ödeme Politikası
Envanter Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Dağıtım Politikası
Envanter Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	İade Politikası
Kalite Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Fiyat Politikası
Kalite Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Pazarlama Politikası
Kalite Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ödeme Politikası
Kalite Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Dağıtım Politikası
Kalite Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	İade Politikası
Fiyat Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Pazarlama Politikası
Fiyat Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ödeme Politikası
Fiyat Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Dağıtım Politikası
Fiyat Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	İade Politikası
Pazarlama Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ödeme Politikası
Pazarlama Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Dağıtım Politikası
Pazarlama Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	İade Politikası
Ödeme Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Dağıtım Politikası
Ödeme Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	İade Politikası
Dağıtım Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	İade Politikası

Soru 3-Aşağıdaki faktörleri birbirleri ile, "Tedarikçinin Satınalma Kararı Üzerine Etkiyen Ticari Karakteristiği" üzerindeki etkilerine göre karşılaştırmaz?

Finansal Durum tedarikçinin ekonomik durumunu belirtmektedir

Promosyonel Destek ile tedarikçi firmanın promosyonel faaliyetleri ve perakende firmasına maddi pazarlama desteği belirtilmiştir.

Satış Öncesi-Sonrası Hizmetler ile tedarikçi firmanın Satış ekibi desteği ve teknik destek belirtilmiştir.

Davranış ve Çalışma İsteği ile perakendecinin problemlerini anlama ve fiyat, şartlar konusundaki tutumu belirtilmiştir.

Yenilikçi yaklaşım ile tedarikçinin tüm fonksiyonları ile yenilikleri takip edip, uygulaması belirtilmiştir.

Dürüst ve Adil Çalışma tedarikçinin dağıtım, fiyat ve iade politikalarındaki dürüst ve adil çalışması belirtilmiştir

Sipariş Kolaylığı ile Minimum Sipariş adetleri, tekrar sipariş kolaylığı, geniş ürün yelpazesi ve yeni ürün bulundurma özellikleri belirtilmektedir.

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Finansal Durum	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Promosyonel Destek
Finansal Durum	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Sevkiyat
Finansal Durum	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Satış Öncesi-Sonrası Hizmetler
Finansal Durum	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Dürüst ve Adil Çalışma
Finansal Durum	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Sipariş Kolaylığı
Finansal Durum	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Yenilikçi Yaklaşım
Finansal Durum	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Davranış ve Çalışma İsteği
Promosyonel Destek	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Sevkiyat
Promosyonel Destek	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Satış Öncesi-Sonrası Hizmetler
Promosyonel Destek	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Dürüst ve Adil Çalışma
Promosyonel Destek	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Sipariş Kolaylığı
Promosyonel Destek	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Yenilikçi Yaklaşım
Promosyonel Destek	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Davranış ve Çalışma İsteği
Sevkiyat	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Satış Öncesi-Sonrası Hizmetler
Sevkiyat	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Dürüst ve Adil Çalışma
Sevkiyat	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Sipariş Kolaylığı
Sevkiyat	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Yenilikçi Yaklaşım
Sevkiyat	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Davranış ve Çalışma İsteği
Satış Öncesi-Sonrası Hizmetler	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Dürüst ve Adil Çalışma
Satış Öncesi-Sonrası Hizmetler	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Sipariş Kolaylığı
Satış Öncesi-Sonrası Hizmetler	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Yenilikçi Yaklaşım
Satış Öncesi-Sonrası Hizmetler	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Davranış ve Çalışma İsteği
Dürüst ve Adil Çalışma	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Sipariş Kolaylığı
Dürüst ve Adil Çalışma	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Yenilikçi Yaklaşım
Dürüst ve Adil Çalışma	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Davranış ve Çalışma İsteği
Sipariş Kolaylığı	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Yenilikçi Yaklaşım
Sipariş Kolaylığı	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Davranış ve Çalışma İsteği
Yenilikçi Yaklaşım	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Davranış ve Çalışma İsteği

Soru 4-Aşağıdaki faktörleri birbirleri ile, “Satış Öncesi ve Sonrası Verdiği Hizmetler” üzerindeki etkilerine göre karşılaştırınız?

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Teknik Destek	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Satış Ekibi Desteği
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Soru 5-Aşağıdaki faktörleri birbirleri ile, “Sevkiyatların etkinliği” üzerindeki etkilerine göre karşılaştırınız?

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Anlaşılmış Sevkiyat Normlarına Uygunluk	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Sevkiyatın Zamanlılığı
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Soru 6-Aşağıdaki faktörleri birbirleri ile, “Promosyonel Destek” üzerindeki etkilerine göre karşılaştırınız?

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Pazarlama Bütçe Desteği	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Reklam
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Soru 7-Aşağıdaki faktörleri birbirleri ile, “Sipariş Verme Kolaylığı” üzerindeki etkilerine göre karşılaştırınız?

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Yeni Ürün Bulunurluluğu	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Geniş Ürün Alternatifleri
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Yeni Ürün Bulunurluluğu	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tekrar Sipariş Kolaylığı
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Yeni Ürün Bulunurluluğu	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Minimum Sipariş Adetleri
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Geniş Ürün Alternatifleri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tekrar Sipariş Kolaylığı
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Geniş Ürün Alternatifleri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Minimum Sipariş Adetleri
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Tekrar Sipariş Kolaylığı	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Minimum Sipariş Adetleri
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Soru 8-Aşağıdaki faktörleri birbirleri ile, “Davranış ve Çalışma İsteği” üzerindeki etkilerine göre karşılaştırınız?

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Perakendecinin Problemlerini Anlama	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Alım fiyat ve şartlarındaki tutumlar
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Soru 9-Aşağıdaki faktörleri birbirleri ile, “Tedarikçinin Dürüst ve Adil Ticareti” üzerindeki etkilerine göre karşılaştırınız?

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Tedarikçinin Fiyat Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tedarikçinin Dağıtım Politikası
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Tedarikçinin Fiyat Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tedarikçinin İade Politikası
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Tedarikçinin Dağıtım Politikası	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tedarikçinin İade Politikası
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Soru 10-Aşağıdaki faktörleri birbirleri ile, “Satınalma kararında etkili olan Bilgi kaynakları” üzerindeki etkilerine göre karşılaştırınız?

İç Veri kaynakları ile “Diğer Satınalmacı tavsiyeleri, Satınalmacı-Satış yetkilisi ilişkisi, Satınalmacı Tecrübesi, Satış Raporları, Diğer Departmanların Görüşleri, Mağaza ve Satış Personeli Görüşleri” kriterlerinin geneli belirtilmiştir.

Dış Veri kaynakları ile "Tedarikçi Broşürleri, Seminerler, Müşteri Görüşleri, Tüketici Dergileri, Pazar Araştırmaları, Ticaret Fuar ve Sergileri" kriterlerinin geneli belirtilmiştir.

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

İç Veri kaynakları	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Dış Veri Kaynakları
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Soru 10-Aşağıdaki faktörleri birbirleri ile, "Satınalma kararında etkili olan İç Bilgi kaynakları" üzerindeki etkilerine göre karşılaştırınız?

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Diğer Satınalmacı tavsiyeleri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Satınalmacı-Satış yetkilisi ilişkisi
Diğer Satınalmacı tavsiyeleri	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Satınalmacı Tecrübesi
Diğer Satınalmacı tavsiyeleri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Satış Raporları
Diğer Satınalmacı tavsiyeleri	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Diğer Departmanların Görüşleri
Diğer Satınalmacı tavsiyeleri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Mağaza ve Satış Personeli Görüşleri
Diğer Satınalmacı tavsiyeleri	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Satınalmacı Tecrübesi
Satınalmacı-Satış yetkilisi ilişkisi	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Satınalmacı Tecrübesi
Satınalmacı-Satış yetkilisi ilişkisi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Satış Raporları
Satınalmacı-Satış yetkilisi ilişkisi	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Diğer Departmanların Görüşleri
Satınalmacı-Satış yetkilisi ilişkisi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Mağaza ve Satış Personeli Görüşleri
Satınalmacı Tecrübesi	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Satış Raporları
Satınalmacı Tecrübesi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Diğer Departmanların Görüşleri
Satınalmacı Tecrübesi	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Mağaza ve Satış Personeli Görüşleri
Satınalmacı Tecrübesi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Diğer Departmanların Görüşleri
Satış Raporları	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Mağaza ve Satış Personeli Görüşleri
Satış Raporları	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Mağaza ve Satış Personeli Görüşleri
Diğer Departmanların Görüşleri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Mağaza ve Satış Personeli Görüşleri
Diğer Departmanların Görüşleri	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Soru 11-Aşağıdaki faktörleri birbirleri ile, "Satınalma kararında etkili olan Dış Bilgi kaynakları" üzerindeki etkilerine göre karşılaştırınız?

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Tedarikçi Broşürleri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Seminerler
Tedarikçi Broşürleri	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Müşteri Görüşleri
Tedarikçi Broşürleri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tüketici Dergileri
Tedarikçi Broşürleri	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Pazar Araştırmaları

Tedarikçi Broşürleri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ticaret Fuar ve Sergileri
Seminerler	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Müşteri Görüşleri
Seminerler	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tüketici Dergileri
Seminerler	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Pazar Araştırmaları
Seminerler	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ticaret Fuar ve Sergileri
Müşteri Görüşleri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tüketici Dergileri
Müşteri Görüşleri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Pazar Araştırmaları
Müşteri Görüşleri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ticaret Fuar ve Sergileri
Tüketici Dergileri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Pazar Araştırmaları
Tüketici Dergileri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ticaret Fuar ve Sergileri
Pazar Araştırmaları	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ticaret Fuar ve Sergileri

Soru 12-Aşağıdaki faktörleri birbirleri ile, "Tedarikçinin ve Perakendecinin Faaliyet Gösterdiği Pazarın Ekonomiksel ve Gümrük Durumu" üzerindeki etkilerine göre karşılaştırınız?

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Perakendecinin ülkesindeki ekonomik durum	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tedarikçinin ülkesindeki gümrük mevzuatı
Perakendecinin ülkesindeki ekonomik durum	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Perakendecinin ülkesindeki gümrük mevzuatı
Perakendecinin ülkesindeki ekonomik durum	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tedarikçinin ülkesindeki ekonomik durum
Tedarikçinin ülkesindeki gümrük mevzuatı	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Perakendecinin ülkesindeki gümrük mevzuatı
Tedarikçinin ülkesindeki gümrük mevzuatı	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tedarikçinin ülkesindeki ekonomik durum
Perakendecinin ülkesindeki gümrük mevzuatı	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Tedarikçinin ülkesindeki ekonomik durum

Soru 13-Aşağıdaki faktörleri birbirleri ile, "Ürünün Satılma Kararı Üzerine Etkiyen karakteristiği" üzerindeki etkilerine göre karşılaştırınız?

Ürün karakteristiği ile satılma kararının ürün ile ilgili olan kısmı belirtilmiştir.

Ürünün satış koşulları ile sadece ürüne bağlı perakendecinin uymakla yükümlü olduğu sözleşme veya kanun ile belirtilmiş koşullar belirtilmiştir.

Estetik Faktörler ile ürünün dizayn, renk, malzeme ve ambalaj dizaynı özellikleri belirtilmiştir.

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Ürünün satış koşulları	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürünün Kârlılığı
Ürünün satış koşulları	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürünün üretim yeri
Ürünün satış koşulları	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Modasallık

Ürünün satış koşulları	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Sezonsallık
Ürünün satış koşulları	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Kalite
Ürünün satış koşulları	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Marka
Ürünün satış koşulları	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürünün minimum Sipariş Adedi
Ürünün satış koşulları	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Estetik Faktörler
Ürünün Kârlılığı	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürünün üretim yeri
Ürünün Kârlılığı	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Modasallık
Ürünün Kârlılığı	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Sezonsallık
Ürünün Kârlılığı	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Kalite
Ürünün Kârlılığı	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Marka
Ürünün Kârlılığı	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürünün minimum Sipariş Adedi
Ürünün Kârlılığı	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Estetik Faktörler
Ürünün üretim yeri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Modasallık
Ürünün üretim yeri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Sezonsallık
Ürünün üretim yeri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Kalite
Ürünün üretim yeri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Marka
Ürünün üretim yeri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürünün minimum Sipariş Adedi
Ürünün üretim yeri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Estetik Faktörler
Modasallık	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Sezonsallık
Modasallık	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Kalite
Modasallık	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Marka
Modasallık	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürünün minimum Sipariş Adedi
Modasallık	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Estetik Faktörler
Sezonsallık	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Kalite
Sezonsallık	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Marka
Sezonsallık	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürünün minimum Sipariş Adedi
Sezonsallık	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Estetik Faktörler
Kalite	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Marka
Kalite	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürünün minimum Sipariş Adedi
Kalite	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Estetik Faktörler
Marka	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürünün minimum Sipariş Adedi
Marka	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Estetik Faktörler

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Ürünün minimum Sipariş Adedi	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Estetik Faktörler

Soru 14-Aşağıdaki faktörleri birbirleri ile, "Ürün Kalitesi" üzerindeki etkilerine göre karşılaştırınız?

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Fonksiyonellik	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Dayanıklılık
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Fonksiyonellik	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ambalajın Kalitesi
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Fonksiyonellik	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürün Tasarımı
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Dayanıklılık	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ambalajın Kalitesi
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Dayanıklılık	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürün Tasarımı
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Ambalajın Kalitesi	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürün Tasarımı
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Soru 15-Aşağıdaki faktörleri birbirleri ile, "Ürün Kârlılığı" üzerindeki etkilerine göre karşılaştırınız?

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Ürün maliyetleri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Marj
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Ürün maliyetleri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Satış Fiyatı
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Ürün maliyetleri	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Üründeki İskontolar
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Marj	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Satış Fiyatı
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Marj	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Üründeki İskontolar
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Satış Fiyatı	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Üründeki İskontolar
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Soru 16-Aşağıdaki faktörleri birbirleri ile, "Ürün Estetiği" üzerindeki etkilerine göre karşılaştırınız?

1=Eşit önemde 3=Biraz daha fazla önemde 5=Fazla önemli 7=Çok fazla önemli 9=Aşırı derecede fazla önemli

Paket dizaynı	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürünün Rengi
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Paket dizaynı	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Kullanılan Malzeme
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Paket dizaynı	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürünün Dizaynı
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Ürünün Rengi	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Kullanılan Malzeme
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Ürünün Rengi	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürünün Dizaynı
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Kullanılan Malzeme	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Ürünün Dizaynı
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

APPENDIX A.2. THE SURVEY OF QUESTIONNAIRE FOR RETAIL BUYERS
(ENGLISH)

Istanbul Technical University

Institute of Science & Technology

Management Engineering Master Programme



**“Development of the Weighted Hierarchical Structure of the Supplier
Selection criteria in Turkish Retail Sector”**

SURVEY

The survey below is prepared to get information about the research of “Development of the Weighted Analytical Structure of Supplier Selection Criteria in Turkish Retail Market”. The reason to send this survey to you is that we believe that you have enough knowledge and expert which is needed to fill this document. In order to get reliable results, all the questions should be correctly answered. The method of the evaluation of the survey is described in the next page. Please start to fill the survey after reading the next page.

As a result of the literature review and deep interviews with the experts of the retail sector, the criteria that affect the buying decision process are revealed and are used in the survey. This survey is sent to the experts of retail buying.

The privacy of the responder will be holding secret. Besides, the results of the survey will be just aggregations.

After completing of the survey, please Save the “Word” document and send it to the yeginb@itu.edu.tr and gokhan.yegin@gmail.com e-mail addresses. The deadline of this process is **25.03.2009**. If you will have feedbacks about our survey, please do not hesitate to inform us.

We will share the results of our research with the respondents who help us for this research of which we think that is needed for the literature and retail sector.

Thank you very much for your support in our research.

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Evaluation Method

After this page we will want you to evaluate the factors that affect the “The selection of Most appropriate Vendor” During this evaluation process, the factors will be compared as pairs and the importance of this criteria will be given on a scale according to the factor that they affect.

Evaluation Examples

Example Question: Compare the below criteria according to the effect over the “The most appropriate Supplier Selection”

Retailer's Characteristic	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Supplier's Characteristic
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Example evaluation 1

If you think that the importance of the Retailer's Characteristic and Supplier's Characteristic in means of effects over the “Selection of Most appropriate Vendor” is equal. You should click on the box under “1”.

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Retailer's Characteristic	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Supplier's Characteristic
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Example evaluation 2

If you think that the importance of the Supplier's Characteristic in means of effects over the “Selection of Most appropriate Vendor” is of “Very Strong Importance” over Retailer's Characteristic. You should click on the box under “7” on the right side.

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Retailer's Characteristic	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Supplier's Characteristic
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Example evaluation 3

If you think that the importance of the Supplier's Characteristic in means of effects over the “Selection of Most appropriate Vendor” is of between “Strong Importance” and “Moderate Importance” over Retailer's Characteristic. You should click on the box under “4” on the right side.

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Retailer's Characteristic	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Supplier's Characteristic
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Question 1- Compare the below criteria according to the effect over the “The most appropriate Supplier Selection”

Retailer's Characteristic refers to the Inventory, Quality, Price, Marketing, Payment, Shipment and Return Policy of the retailer

Supplier's Characteristic refers to the overall of Ease of ordering, Fair and Honest Dealing, Promotion Support, Delivery, Service, Attitude and willingness, Innovative Approach, Financial Condition characteristics of the supplier.

Information sources refers to the overall of Internal Information Sources like “Sales Reports, Buyer Experience, Buyer-Sales personal relation, Other Buyers' Compliments, Other Department Complains, Store personnel or salespeople comment” or External Information Sources like “Exhibitions trade shows, Seminars and workshops, Vendor/manufacturer promotional materials, Consumer Magazines, Customer comments, Marketing Research Results”.

Market Characteristic refers to the overall of “Economic Condition in Retailer's active market, Economic Condition in Supplier's active market, Trade policy of Retailer's active market, Trade policy of Supplier's active market”.

Product Characteristic refers to the overall of Profitability of Product, Quality, Aesthetic Factors, Season ability, Fashionability, Country of Origin, Terms of sale of the product, Brand, Minimum order of product characteristics of the product.

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Retailer's Characteristic	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Supplier's Characteristic
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Retailer's Characteristic	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Information sources
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Retailer's Characteristic	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Market Characteristic
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Retailer's Characteristic	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Product Characteristic
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Supplier's Characteristic	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Information sources
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Supplier's Characteristic	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Market Characteristic
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Supplier's Characteristic	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Product Characteristic
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Information sources	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Market Characteristic
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Information sources	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Product Characteristic
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Market Characteristic	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Product Characteristic
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Q 2- Compare the below factors according to the effects on “The Retailer Characteristics that affect the buying decision”

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Inventory Policy	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Quality policy
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Inventory Policy	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Quality policy
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Inventory Policy	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Marketing Policy
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Inventory Policy	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Payment Policy
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Inventory Policy	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Shipment Policy
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Inventory Policy	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Return Policy
Quality policy	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Price policy
Quality policy	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Marketing Policy
Quality policy	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Payment Policy
Quality policy	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Shipment Policy
Quality policy	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Return Policy
Price policy	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Marketing Policy
Price policy	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Payment Policy
Price policy	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Shipment Policy
Price policy	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Return Policy
Marketing Policy	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Payment Policy
Marketing Policy	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Shipment Policy
Marketing Policy	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Return Policy
Payment Policy	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Shipment Policy
Payment Policy	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Return Policy
Shipment Policy	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Return Policy

Q 3- Compare the below factors according to the effects on “The Supplier Characteristics that affect the buying decision”

Financial Condition refers to the economical situation of the supplier.

Promotional Support refers the marketing support of the supplier company in means of money or other.

After or Before Sale Services refers the overall of sales team support or technical assistance of the supplier

Attitude and willingness refers the overall of Understanding retailer problems and Bargaining position on prices and terms

Innovative Approach refers the usage of the new developments in all functions of supplier

Fair and Honest Dealing refers the overall of Return Policy, Distribution policy, Price policy

Ease of ordering refers the overall of Minimum Order Quantity, Reorder Availability, and Extensive product variety New Product availability.

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Financial Condition	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Promotion Support
Financial Condition	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Delivery

Financial Condition	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Service
Financial Condition	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Fair and Honest Dealing
Financial Condition	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Ease of ordering
Financial Condition	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Innovative Approach
Financial Condition	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Attitude and willingness
Promotion Support	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Delivery
Promotion Support	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Service
Promotion Support	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Fair and Honest Dealing
Promotion Support	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Ease of ordering
Promotion Support	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Innovative Approach
Promotion Support	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Attitude and willingness
Delivery	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Service
Delivery	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Fair and Honest Dealing
Delivery	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Ease of ordering
Delivery	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Innovative Approach
Delivery	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Attitude and willingness
Service	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Fair and Honest Dealing
Service	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Ease of ordering
Service	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Innovative Approach
Service	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Attitude and willingness
Fair and Honest Dealing	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Ease of ordering
Fair and Honest Dealing	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Innovative Approach
Fair and Honest Dealing	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Attitude and willingness
Ease of ordering	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Innovative Approach
Ease of ordering	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Attitude and willingness
Innovative Approach	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Attitude and willingness

Q 4- Compare the below factors according to the effects on “Services after and before Sales Characteristics of the supplier that affect the buying decision”

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Technical Assistance	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Sales Force Support
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Q 5- Compare the below factors according to the effects on Delivery.

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Conformance of Delivery to Specs	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Timeliness of Delivery
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Q 6- Compare the below factors according to the effects on Promotional Support.

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Marketing Allowances	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Marketing, carried out by supplier
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Q 7- Compare the below factors according to the effects on Ease of Ordering

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

New Product availability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Extensive product variety
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
New Product availability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Reorder Availability
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
New Product availability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Minimum Order Quantity
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Extensive product variety	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Reorder Availability
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Extensive product variety	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Minimum Order Quantity
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Reorder Availability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Minimum Order Quantity
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Q 8- Compare the below factors according to the effects on “Attitude and Willingness”

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Understanding retailer problems	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Bargaining position on prices and terms
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Q 9- Compare the below factors according to the effects on “Fair and Honest Dealing”

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Price policy	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Distribution policy
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Price policy	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Return Policy
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Distribution policy	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Return Policy
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Q 10- Compare the below factors according to the effects on “Information Sources”

Internal Information Sources refers to the overall of Sales Reports, Buyer Experience, Buyer-Sales personal relation, Other Buyers' Compliments, Other Department Complains, Store personnel or salespeople comment

External Information Sources refers to the overall of “Exhibitions trade shows, Seminars and workshops, Vendor/manufacturer promotional materials, Consumer Magazines, Customer comments, Marketing Research Results.

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Internal Information Sources	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	External Information Sources
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Q 11- Compare the below factors according to the effects in “Internal Information Sources”

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Other Buyers' Compliments	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Buyer-Sales personal relation
Other Buyers' Compliments	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Buyer Experience
Other Buyers' Compliments	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Sales Reports
Other Buyers' Compliments	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Other Department Complains
Other Buyers' Compliments	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Store personnel or salespeople comment
Buyer-Sales personal relation	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Buyer Experience
Buyer-Sales personal relation	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Sales Reports
Buyer-Sales personal relation	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Other Department Complains
Buyer-Sales personal relation	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Store personnel or salespeople comment
Buyer Experience	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Sales Reports
Buyer Experience	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Other Department Complains
Buyer Experience	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Store personnel or salespeople comment
Sales Reports	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Other Department Complains
Sales Reports	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Store personnel or salespeople comment
Other Department Complains	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Store personnel or salespeople comment

Q 12- Compare the below factors according to the effects in “External Information Sources”

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Vendor/manufacturer promotional materials	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Seminars
Vendor/manufacturer promotional materials	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Customer comments
Vendor/manufacturer promotional materials	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Consumer Magazines
Vendor/manufacturer promotional materials	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Marketing Research Results
Vendor/manufacturer promotional materials	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Exhibitions trade shows
Seminars	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Customer comments
Seminars	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Consumer Magazines
Seminars	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Marketing Research Results
Seminars	9 <input type="checkbox"/>	8 <input type="checkbox"/>	7 <input type="checkbox"/>	6 <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	Exhibitions trade shows

Customer comments	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Consumer Magazines
Customer comments	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Marketing Research Results
Customer comments	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Exhibitions trade shows
Consumer Magazines	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Marketing Research Results
Consumer Magazines	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Exhibitions trade shows
Marketing Research Results	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Exhibitions trade shows

Q 13- Compare the below factors according to the effects in “Market Characteristics”

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Economic Condition in Retailer's active market	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Trade policy of Supplier's active market
Economic Condition in Retailer's active market	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Trade policy of Retailer's active market
Economic Condition in Retailer's active market	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Economic Condition in Supplier's active market
Trade policy of Supplier's active market	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Trade policy of Retailer's active market
Trade policy of Supplier's active market	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Economic Condition in Supplier's active market
Trade policy of Retailer's active market	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Economic Condition in Supplier's active market

Q 14- Compare the below factors according to the effects in “Product Characteristics”

Product Characteristics refers the part of the buying decision which is emerged from the product part.

Terms of sale of the product refers only the terms that are related to the product that is bought.

Aesthetic factors refer the overall of design, color, Fabrication of the product and packaging design.

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Terms of sale of the product	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Profitability of Product
Terms of sale of the product	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Country of Origin
Terms of sale of the product	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Fashionability
Terms of sale of the product	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Season ability
Terms of sale of the product	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Quality
Terms of sale of the product	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Brand
Terms of sale of the product	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Minimum order quantity of product
Terms of sale of the product	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Aesthetic Factors

Profitability of Product	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Country of Origin
Profitability of Product	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Fashionability
Profitability of Product	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Season ability
Profitability of Product	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Quality
Profitability of Product	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Brand
Profitability of Product	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Minimum order quantity of product
Profitability of Product	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Aesthetic Factors
Country of Origin	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Fashionability
Country of Origin	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Season ability
Country of Origin	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Quality
Country of Origin	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Brand
Country of Origin	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Minimum order quantity of product
Country of Origin	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Aesthetic Factors
Fashionability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Season ability
Fashionability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Quality
Fashionability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Brand
Fashionability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Minimum order quantity of product
Fashionability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Aesthetic Factors
Season ability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Quality
Season ability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Brand
Season ability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Minimum order quantity of product
Season ability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Aesthetic Factors
Quality	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Brand
Quality	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Minimum order quantity of product
Quality	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Aesthetic Factors
Brand	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Minimum order quantity of product
Brand	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Aesthetic Factors
Minimum order quantity of product	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Aesthetic Factors

Q 15- Compare the below factors according to the effects in “Product Quality”

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Functionability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Durability
Functionability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Quality of Packaging

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Functionability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Construction of product
Durability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Quality of Packaging
Durability	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Construction of product
Quality of Packaging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Construction of product

Q 16- Compare the below factors according to the effects in “Profitability of Product”

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Product Costs	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Product Mark up
Product Costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Selling Price
Product Costs	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Discounts of Product
Product Mark up	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Selling Price
Product Mark up	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Discounts of Product
Selling Price	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Discounts of Product

Q 17- Compare the below factors according to the effects in “Aesthetic Factors”

1=Same importance 3=Moderate importance 5=Strong Importance 7=Very Strong Importance 9=Extreme Importance

Packaging Design	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Color of product
Packaging Design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Fabrication of product
Packaging Design	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Design of product
Color of product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Fabrication of product
Color of product	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Design of product
Fabrication of product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Design of product

APPENDIX A3

Table A.1 : Major food and non-food retailers in Turkey

Parent company	Retail formats	Ownership	2003 Sales (EUR million, excl. VAT)	Number of outlets	2003 Market share(%)
Migros SOK	Hyper, super & discount stores (SOK), e-trade	Turkish (Koç Holding)	1,057	436	6.2
CarrefourSA ChampionSA DiaSA	Hypermarkets Supermarkets Discount stores	French (Carrefour) & Turkish (Sabanci)	581 51	11 82	3.8
BİM	Hard discount stores	Turkish, US & Saudi Arabian	975 (2001)	921	3.7
Tansas Makro	Hyper & supermarkets	Turkish (Dogus Holding)	400	193	2.5
Gima	Supermarket & discount stores (Endi)	Turkish (Fiba Group)	365	78 (Gima) 52 (Endi)	2.4
Yimpas	Hyper & supermarkets	Turkish (Yimpas Holding)	285	50	2.0
Tesco-Kipa	Hypermarkets	UK (Tesco Plc)	190	5	1.2
Metro Real	Cash & Carry Hypermarkets	Germany (Metro Group)	452 167	9 7	- 1.2
Kiler	Supermarkets	Turkish	N/A	37	0.8
Atra	Hypermarkets	Turkish	120	22	0.7

Source: Market Share Information derived from AMPD

Major non-food retailers

Company name	Ownership	Retail formats	2003 Sales (EUR million, excl. VAT)	Number of outlets
Carsi	Turkish	Department stores	216	13
Praktiker	German	DIY	56	8
Koçtaş	Turkish & Switzerland	DIY	40	5
YKM	Turkish	Department stores	N/A	42
Marks & Spencer	Turkish	Department stores	N/A	11
Tekzen	Turkish & German	DIY	N/A	9
Bauhaus	German	DIY	N/A	2

APPENDIX A4

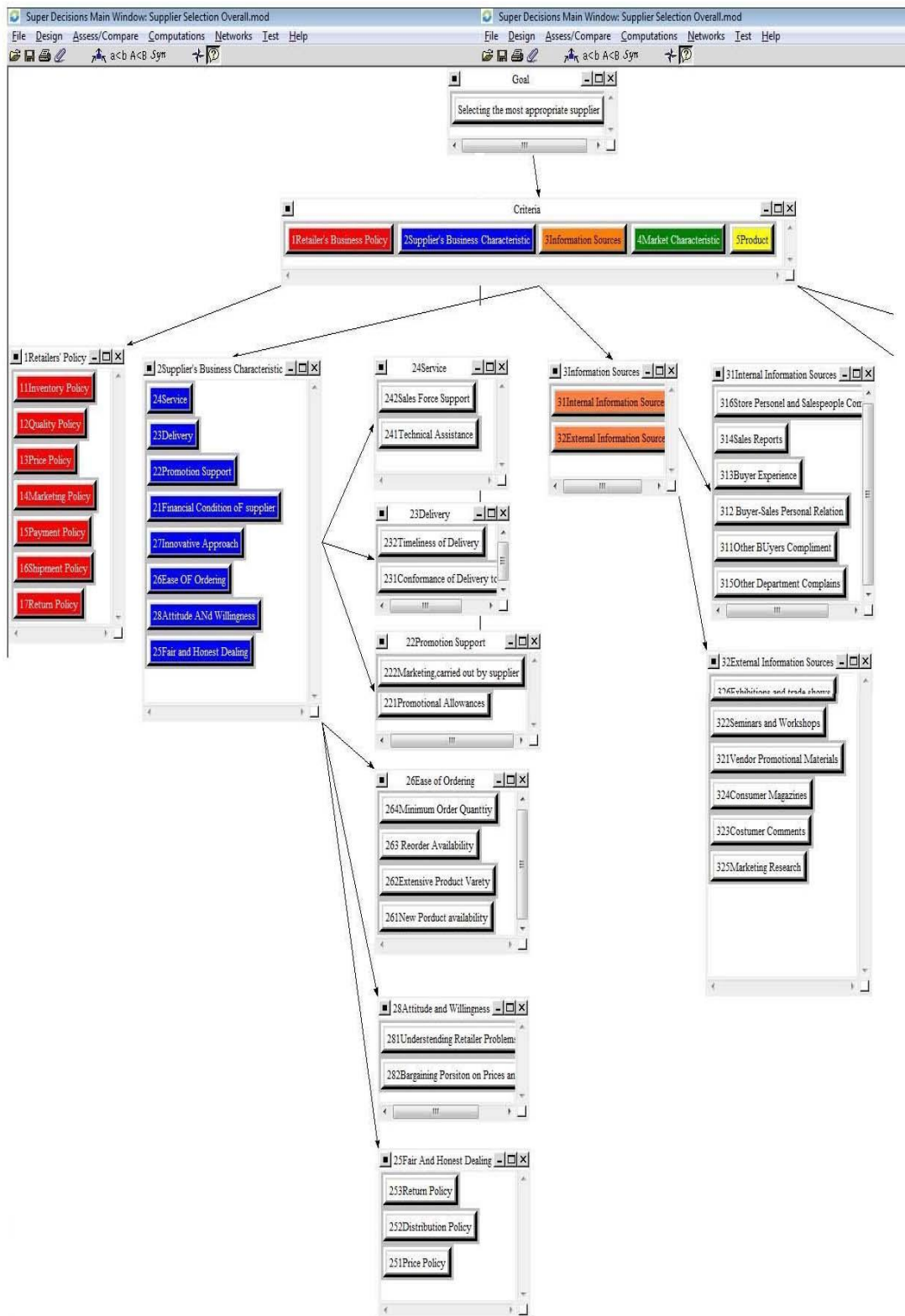


Figure A.1 : Super decision software model print-1

APPENDIX A.5

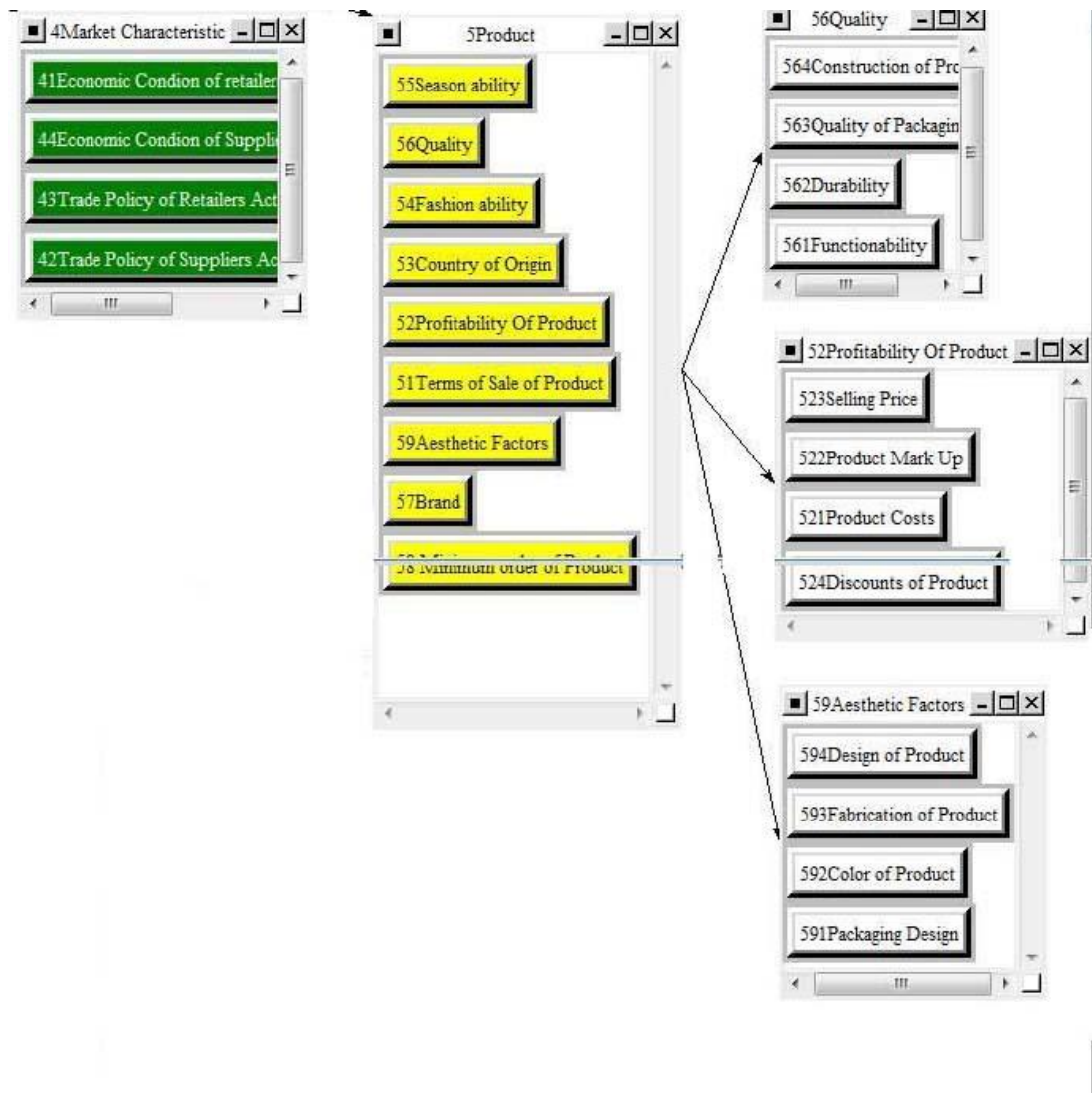


Figure A.2 : Super decision software model print-2

Appendix A6

Table A.2 : The priorities of vendor selection criteria in different retail types (Specialty Store (Coffee,Book and Toy), Do It Yourself)

Name	SPECIALITY STORE (COFFEE)		SPECIALITY STORE (BOOK)		SPECIALITY STORE (TOY)		DO IT YOURSELF		*
	Local Weights	Global Weights	Local Weights	Global Weights	Local Weights	Global Weights	Local Weights	Global Weights	
11Inventory Policy	0.048	0.007	0.024	0.001	0.070	0.013	0.112	0.017	*
12Quality Policy	0.120	0.018	0.030	0.001	0.304	0.058	0.085	0.013	*
13Price Policy	0.409	0.061	0.267	0.012	0.262	0.050	0.376	0.058	*
14Marketing Policy	0.204	0.031	0.039	0.002	0.179	0.034	0.130	0.020	*
15Payment Policy	0.055	0.008	0.134	0.006	0.076	0.015	0.091	0.014	*
16Shipment Policy	0.140	0.021	0.381	0.017	0.051	0.010	0.109	0.017	*
17Return Policy	0.024	0.004	0.125	0.005	0.057	0.011	0.097	0.015	*
21Financial Condition of supplier	0.150	0.022	0.032	0.011	0.036	0.004	0.036	0.009	
22Promotion Support	0.061	0.009	0.022	0.008	0.109	0.013	0.207	0.052	
23Delivery	0.039	0.006	0.050	0.018	0.071	0.009	0.322	0.081	
24Service	0.086	0.013	0.333	0.118	0.174	0.021	0.123	0.031	
25Fair and Honest Dealing	0.288	0.043	0.232	0.082	0.243	0.029	0.088	0.022	
26Ease OF Ordering	0.045	0.007	0.156	0.055	0.102	0.012	0.083	0.021	*
27Innovative Approach	0.198	0.030	0.105	0.037	0.107	0.013	0.062	0.016	
28Attitude And Willingness	0.132	0.020	0.070	0.025	0.158	0.019	0.080	0.020	
31Internal Information Sources	0.500	0.018	0.500	0.033	0.592	0.086	0.757	0.106	
32External Information Sources	0.500	0.018	0.500	0.033	0.408	0.059	0.243	0.034	*
41Economic Condition of retailers Active Market	0.549	0.019	0.562	0.037	0.365	0.033	0.282	0.021	*
42Trade Policy of Suppliers Active Market	0.048	0.002	0.072	0.005	0.181	0.016	0.088	0.007	*
43Trade Policy of Retailers Active Market	0.287	0.010	0.293	0.019	0.339	0.031	0.524	0.039	*
44Economic Condition of Suppliers Active Market	0.116	0.004	0.072	0.005	0.115	0.010	0.106	0.008	*
51Terms of Sale of Product	0.062	0.039	0.017	0.008	0.058	0.026	0.050	0.019	
52Profitability Of Product	0.162	0.102	0.304	0.143	0.145	0.066	0.307	0.116	*
53Country of Origin	0.028	0.017	0.028	0.013	0.041	0.019	0.028	0.011	*
54Fashion ability	0.281	0.177	0.224	0.106	0.160	0.073	0.138	0.052	*
55Season ability	0.033	0.021	0.154	0.073	0.122	0.055	0.148	0.056	
56Quality	0.145	0.091	0.107	0.050	0.149	0.067	0.133	0.050	*
57Brand	0.156	0.098	0.082	0.039	0.175	0.079	0.101	0.038	*
58 Minimum order of Product	0.063	0.040	0.058	0.027	0.048	0.022	0.052	0.020	
59Aesthetic Factors	0.071	0.045	0.027	0.013	0.102	0.046	0.042	0.016	*
221Promotional Allow ances	0.833	0.008	0.875	0.007	0.367	0.005	0.724	0.038	*
222Marketing,carried out by supplier	0.167	0.002	0.125	0.001	0.633	0.008	0.276	0.014	*
231Conformance of Delivery to Specs	0.833	0.005	0.500	0.009	0.351	0.003	0.408	0.033	*
232Timeliness of Delivery	0.167	0.001	0.500	0.009	0.649	0.006	0.592	0.048	*
241Technical Assistance	0.248	0.003	0.500	0.059	0.519	0.011	0.342	0.011	*
242Sales Force Support	0.752	0.010	0.500	0.059	0.481	0.010	0.658	0.020	*
251Price Policy	0.455	0.020	0.465	0.038	0.560	0.016	0.542	0.012	*
252Distribution Policy	0.455	0.020	0.066	0.005	0.140	0.004	0.248	0.006	*
253Return Policy	0.091	0.004	0.469	0.038	0.300	0.009	0.209	0.005	*
261New Product availability	0.159	0.001	0.557	0.031	0.314	0.004	0.242	0.005	*

Table A.2 (Cont'd)

	SPECIALITY STORE (COFFEE)		SPECIALITY STORE (BOOK)		SPECIALITY STORE (TOY)		DO IT YOURSELF		
262Extensive Product Variety	0.304	0.002	0.179	0.010	0.293	0.004	0.323	0.007	*
263 Reorder Availability	0.452	0.003	0.086	0.005	0.267	0.003	0.351	0.007	*
264Minimum Order Quantity	0.085	0.001	0.179	0.010	0.127	0.002	0.085	0.002	*
281Understanding Retailer Problems	0.200	0.004	0.500	0.012	0.254	0.005	0.419	0.008	*
282Bargaining Position on Prices and terms	0.800	0.016	0.500	0.012	0.746	0.014	0.581	0.012	*
311Other Buyers Compliment	0.146	0.003	0.030	0.001	0.071	0.006	0.111	0.012	*
312 Buyer-Sales Personal Relation	0.055	0.001	0.050	0.002	0.072	0.006	0.121	0.013	*
313Buyer Experience	0.372	0.007	0.082	0.003	0.234	0.020	0.300	0.032	*
314Sales Reports	0.324	0.006	0.447	0.015	0.402	0.034	0.306	0.032	*
315Other Department Complains	0.035	0.001	0.145	0.005	0.049	0.004	0.047	0.005	*
316Store Personnel and Salespeople Comment	0.068	0.001	0.247	0.008	0.171	0.015	0.116	0.012	*
321Vendor Promotional Materials	0.049	0.001	0.073	0.002	0.065	0.004	0.060	0.002	*
322Seminars and Workshops	0.088	0.002	0.029	0.001	0.055	0.003	0.039	0.001	*
323Costumer Comments	0.189	0.003	0.478	0.016	0.410	0.024	0.291	0.010	*
324Consumer Magazines	0.106	0.002	0.155	0.005	0.128	0.008	0.090	0.003	*
325Marketing Research	0.246	0.005	0.155	0.005	0.137	0.008	0.433	0.015	*
326Exhibitions and trade shows	0.323	0.006	0.111	0.004	0.205	0.012	0.087	0.003	*
521Product Costs	0.138	0.014	0.043	0.006	0.294	0.019	0.243	0.028	*
522Product Mark Up	0.623	0.064	0.236	0.034	0.216	0.014	0.550	0.064	*
523Selling Price	0.171	0.017	0.623	0.089	0.311	0.020	0.124	0.014	*
524Discounts of Product	0.069	0.007	0.099	0.014	0.179	0.012	0.083	0.010	*
561Functionability	0.249	0.023	0.053	0.003	0.391	0.026	0.173	0.009	*
562Durability	0.570	0.052	0.571	0.029	0.263	0.018	0.448	0.023	*
563Quality of Packaging	0.058	0.005	0.260	0.013	0.117	0.008	0.139	0.007	*
564Construction of Product	0.124	0.011	0.117	0.006	0.229	0.015	0.240	0.012	*
591Packaging Design	0.140	0.006	0.250	0.003	0.192	0.009	0.223	0.004	*
592Color of Product	0.312	0.014	0.250	0.003	0.148	0.007	0.182	0.003	*
593Fabrication of Product	0.115	0.005	0.250	0.003	0.323	0.015	0.291	0.005	*
594Design of Product	0.433	0.019	0.250	0.003	0.337	0.016	0.305	0.005	
1Retailer's Business Policy	0.149		0.044		0.191		0.154		
2Supplier's Business Characteristic	0.149		0.354		0.120		0.252		
3Information Sources	0.037		0.065		0.145		0.141		
4Market Characteristic	0.034		0.065		0.091		0.075		
5Product	0.630		0.472		0.453		0.378		

Appendix A.7

Table A.3 : The priorities of vendor selection criteria in different retail types(Department Store, Supermarket, Discount Store and Hypermarket)

Name	DEPARTMENT STORE		SUPERMARKET		DISCOUNT STORE		HYPERMARKET		*
	Local Weights	Global Weights	Local Weights	Global Weights	Local Weights	Global Weights	Local Weights	Global Weights	
11Inventory Policy	0.057	0.006	0.325	0.101	0.028	0.003	0.070	0.007	*
12Quality Policy	0.078	0.008	0.120	0.037	0.379	0.037	0.110	0.011	*
13Price Policy	0.232	0.023	0.254	0.079	0.242	0.024	0.194	0.019	*
14Marketing Policy	0.135	0.013	0.053	0.017	0.132	0.013	0.146	0.014	*
15Payment Policy	0.304	0.030	0.140	0.044	0.128	0.013	0.137	0.013	*
16Shipment Policy	0.085	0.008	0.052	0.016	0.071	0.007	0.169	0.016	*
17Return Policy	0.107	0.010	0.056	0.017	0.020	0.002	0.175	0.017	*
21Financial Condition of supplier	0.026	0.002	0.249	0.077	0.176	0.010	0.033	0.005	
22Promotion Support	0.264	0.025	0.229	0.071	0.017	0.001	0.163	0.024	
23Delivery	0.114	0.011	0.193	0.060	0.094	0.005	0.183	0.027	
24Service	0.128	0.012	0.160	0.050	0.075	0.004	0.107	0.016	
25Fair and Honest Dealing	0.076	0.007	0.038	0.012	0.438	0.024	0.117	0.017	
26Ease OF Ordering	0.258	0.024	0.065	0.020	0.027	0.001	0.164	0.024	*
27Innovative Approach	0.045	0.004	0.028	0.009	0.108	0.006	0.083	0.012	
28Attitude And Willingness	0.088	0.008	0.037	0.012	0.066	0.004	0.150	0.022	
31Internal Information Sources	0.667	0.209	0.900	0.078	0.875	0.112	0.617	0.075	
32External Information Sources	0.333	0.104	0.100	0.009	0.125	0.016	0.383	0.046	*
41Economic Condition of retailers Active Market	0.341	0.070	0.632	0.027	0.440	0.121	0.357	0.041	*
42Trade Policy of Suppliers Active Market	0.124	0.025	0.054	0.002	0.050	0.014	0.179	0.021	*
43Trade Policy of Retailers Active Market	0.130	0.027	0.097	0.004	0.389	0.107	0.329	0.038	*
44Economic Condition of Suppliers Active Market	0.405	0.083	0.217	0.009	0.121	0.033	0.136	0.016	*
51Terms of Sale of Product	0.058	0.017	0.033	0.008	0.022	0.010	0.088	0.045	
52Profitability Of Product	0.249	0.073	0.084	0.021	0.195	0.086	0.214	0.111	*
53Country of Origin	0.043	0.012	0.021	0.005	0.026	0.011	0.048	0.025	*
54Fashion ability	0.132	0.038	0.035	0.009	0.137	0.061	0.101	0.052	*
55Season ability	0.056	0.016	0.219	0.054	0.183	0.081	0.146	0.075	
56Quality	0.146	0.043	0.245	0.061	0.315	0.139	0.123	0.063	*
57Brand	0.208	0.061	0.204	0.051	0.043	0.019	0.086	0.044	*
58 Minimum order of Product	0.060	0.017	0.131	0.033	0.014	0.006	0.101	0.052	
59Aesthetic Factors	0.048	0.014	0.028	0.007	0.066	0.029	0.094	0.049	*
221Promotional Allow ances	0.333	0.008	0.500	0.036	0.875	0.001	0.853	0.021	*
222Marketing,carried out by supplier	0.667	0.016	0.500	0.036	0.125	0.000	0.147	0.004	*
231Conformance of Delivery to Specs	0.500	0.005	0.667	0.040	0.875	0.004	0.457	0.012	*
232Timeliness of Delivery	0.500	0.005	0.333	0.020	0.125	0.001	0.543	0.015	*
241Technical Assistance	0.250	0.003	0.833	0.041	0.875	0.004	0.371	0.006	*
242Sales Force Support	0.750	0.009	0.167	0.008	0.125	0.001	0.629	0.010	*
251Price Policy	0.458	0.003	0.458	0.005	0.701	0.017	0.608	0.011	*
252Distribution Policy	0.416	0.003	0.416	0.005	0.193	0.005	0.196	0.003	*
253Return Policy	0.126	0.001	0.126	0.001	0.106	0.003	0.196	0.003	*
261New Product availability	0.226	0.005	0.360	0.007	0.507	0.001	0.202	0.005	*

Table A.3 (Cont'd)

	DEPARTMENT STORE		SUPERMARKET		DISCOUNT STORE		HYPERMARKET		
262Extensive Product Variety	0.226	0.005	0.426	0.009	0.379	0.001	0.184	0.004	*
263 Reorder Availability	0.468	0.011	0.137	0.003	0.059	0.000	0.185	0.005	*
264Minimum Order Quantity	0.080	0.002	0.076	0.002	0.056	0.000	0.429	0.010	*
281Understanding Retailer Problems	0.125	0.001	0.248	0.003	0.500	0.002	0.580	0.013	*
282Bargaining Position on Prices and terms	0.875	0.007	0.752	0.009	0.500	0.002	0.420	0.009	*
311Other Buyers Compliment	0.065	0.014	0.041	0.003	0.090	0.010	0.055	0.004	*
312 Buyer-Sales Personal Relation	0.083	0.017	0.060	0.005	0.102	0.011	0.058	0.004	*
313Buyer Experience	0.107	0.022	0.170	0.013	0.303	0.034	0.257	0.019	*
314Sales Reports	0.392	0.082	0.557	0.044	0.394	0.044	0.357	0.027	*
315Other Department Complains	0.046	0.010	0.038	0.003	0.029	0.003	0.057	0.004	*
316Store Personnel and Salespeople Comment	0.306	0.064	0.134	0.011	0.081	0.009	0.216	0.016	*
321Vendor Promotional Materials	0.082	0.009	0.078	0.001	0.040	0.001	0.047	0.002	*
322Seminars and Workshops	0.088	0.009	0.081	0.001	0.077	0.001	0.045	0.002	*
323Costumer Comments	0.526	0.055	0.273	0.002	0.498	0.008	0.343	0.016	*
324Consumer Magazines	0.094	0.010	0.044	0.000	0.027	0.000	0.106	0.005	*
325Marketing Research	0.124	0.013	0.332	0.003	0.185	0.003	0.345	0.016	*
326Exhibitions and trade shows	0.086	0.009	0.192	0.002	0.172	0.003	0.113	0.005	*
521Product Costs	0.178	0.013	0.199	0.004	0.255	0.022	0.165	0.018	*
522Product Mark Up	0.297	0.022	0.230	0.005	0.560	0.048	0.339	0.038	*
523Selling Price	0.115	0.008	0.051	0.001	0.121	0.010	0.311	0.034	*
524Discounts of Product	0.410	0.030	0.520	0.011	0.064	0.006	0.184	0.020	*
561Functionability	0.358	0.015	0.274	0.017	0.355	0.050	0.261	0.017	*
562Durability	0.181	0.008	0.233	0.014	0.388	0.054	0.264	0.017	*
563Quality of Packaging	0.118	0.005	0.249	0.015	0.071	0.010	0.174	0.011	*
564Construction of Product	0.343	0.015	0.244	0.015	0.185	0.026	0.302	0.019	*
591Packaging Design	0.145	0.002	0.271	0.002	0.056	0.002	0.179	0.009	*
592Color of Product	0.177	0.002	0.102	0.001	0.124	0.004	0.200	0.010	*
593Fabrication of Product	0.415	0.006	0.564	0.004	0.466	0.014	0.222	0.011	*
594Design of Product	0.263	0.004	0.063	0.000	0.355	0.010	0.399	0.019	
1Retailer's Business Policy	0.098		0.311		0.099		0.098		
2Supplier's Business Characteristic	0.093		0.311		0.055		0.149		
3Information Sources	0.313		0.087		0.128		0.121		
4Market Characteristic	0.204		0.043		0.276		0.115		
5Product	0.291		0.248		0.443		0.517		
Selecting the most appropriate supplier	0.000		0.000		0.000		0.000		

CURRICULUM VITAE



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